## Proposed Course Structure
under Choice Based Credit System

### Bachelor of Business Administration (Financial Investment Analysis)
[BBA (FIA)]

<table>
<thead>
<tr>
<th>Paper Code</th>
<th>Semester I</th>
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</tr>
</thead>
<tbody>
<tr>
<td>101</td>
<td>Environmental Science</td>
<td>Ability Enhancement – Compulsory</td>
</tr>
<tr>
<td>102</td>
<td>Financial Accounting &amp; Analysis</td>
<td>Core Discipline</td>
</tr>
<tr>
<td>103</td>
<td>Managerial Economics</td>
<td>Core Discipline</td>
</tr>
<tr>
<td>104</td>
<td>Any One from the List of Generic Elective / Interdisciplinary Courses</td>
<td>Elective Course – Generic / Interdisciplinary</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Paper Code</th>
<th>Semester II</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>201</td>
<td>Business Communication (Language: English / MIL)</td>
<td>Ability Enhancement – Compulsory</td>
</tr>
<tr>
<td>202</td>
<td>Statistics for Business Decisions</td>
<td>Core Discipline</td>
</tr>
<tr>
<td>203</td>
<td>Cost &amp; Management Accounting</td>
<td>Core Discipline</td>
</tr>
<tr>
<td>204</td>
<td>Any One from the List of Generic Elective / Interdisciplinary Courses</td>
<td>Elective Course – Generic / Interdisciplinary</td>
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<table>
<thead>
<tr>
<th>Paper Code</th>
<th>Semester III</th>
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<tbody>
<tr>
<td>301</td>
<td>Income Tax</td>
<td>Core Discipline</td>
</tr>
<tr>
<td>302</td>
<td>Corporate Finance</td>
<td>Core Discipline</td>
</tr>
<tr>
<td>303</td>
<td>Financial Markets &amp; Institutions</td>
<td>Core Discipline</td>
</tr>
<tr>
<td>304</td>
<td>Any One from the List of Generic Elective / Interdisciplinary Courses</td>
<td>Elective Course – Generic / Interdisciplinary</td>
</tr>
<tr>
<td>305</td>
<td>Any ONE from list of SKILL ENHANCEMENT COURSE (SEC)</td>
<td>Skill Enhancement Course</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Paper Code</th>
<th>Semester IV</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>401</td>
<td>Macro Economics</td>
<td>Core Discipline</td>
</tr>
<tr>
<td>402</td>
<td>Quantitative Techniques</td>
<td>Core Discipline</td>
</tr>
<tr>
<td>403</td>
<td>Financial Econometrics</td>
<td>Core Discipline</td>
</tr>
<tr>
<td>404</td>
<td>Any One from the List of Generic Elective / Interdisciplinary Courses</td>
<td>Elective Course – Generic / Interdisciplinary</td>
</tr>
<tr>
<td>405</td>
<td>Any ONE from the list of SKILL ENHANCEMENT COURSE (SEC)</td>
<td>Skill Enhancement Course</td>
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<table>
<thead>
<tr>
<th>Paper Code</th>
<th>Semester V</th>
<th></th>
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<tbody>
<tr>
<td>501</td>
<td>Investment Analysis &amp; Portfolio Management</td>
<td>Core Discipline</td>
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<tr>
<td>502</td>
<td>Financial Derivatives</td>
<td>Core Discipline</td>
</tr>
<tr>
<td>503</td>
<td>Elective – I</td>
<td>Discipline Specific Elective</td>
</tr>
<tr>
<td>504</td>
<td>Elective – II</td>
<td>Discipline Specific Elective</td>
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<thead>
<tr>
<th>Paper Code</th>
<th>Semester VI</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>601</td>
<td>Corporate Restructuring</td>
<td>Core Discipline</td>
</tr>
<tr>
<td>602</td>
<td>International Finance</td>
<td>Core Discipline</td>
</tr>
<tr>
<td>603</td>
<td>Elective – III</td>
<td>Discipline Specific Elective</td>
</tr>
<tr>
<td>604</td>
<td>Elective – IV</td>
<td>Discipline Specific Elective</td>
</tr>
</tbody>
</table>
### Discipline Specific Elective:-

<table>
<thead>
<tr>
<th>DSE I</th>
<th>Investment Banking &amp; Financial Services</th>
</tr>
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<tbody>
<tr>
<td>DSE II</td>
<td>Corporate Analysis &amp; Valuation</td>
</tr>
<tr>
<td>DSE III</td>
<td>Business Tax Planning</td>
</tr>
<tr>
<td>DSE IV</td>
<td>International Trade Blocks and Multilateral Agencies</td>
</tr>
<tr>
<td>DSE V</td>
<td>Corporate Accounting</td>
</tr>
<tr>
<td>DSE VI</td>
<td>Strategic Corporate Finance</td>
</tr>
<tr>
<td>DSE VII</td>
<td>Management of Financial Institutions</td>
</tr>
<tr>
<td>DSE VIII</td>
<td>Forensic Analysis and Fraud Investigation</td>
</tr>
<tr>
<td>DSE IX</td>
<td>Research Project</td>
</tr>
</tbody>
</table>

### Skill Enhancement Course:-

<table>
<thead>
<tr>
<th>SEC I</th>
<th>IT Tools for Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>SEC II</td>
<td>Financial Software package (s)</td>
</tr>
<tr>
<td>SEC III</td>
<td>Personality Development &amp; Communication Skills</td>
</tr>
<tr>
<td>SEC IV</td>
<td>Research Software Package</td>
</tr>
<tr>
<td>SEC V</td>
<td>Summer Internship (6-8 weeks)</td>
</tr>
</tbody>
</table>

### Generic Elective / Interdisciplinary Course:-

<table>
<thead>
<tr>
<th>Generic I</th>
<th>Entrepreneurship Development</th>
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<tbody>
<tr>
<td>Generic II</td>
<td>Organizational Behavior</td>
</tr>
<tr>
<td>Generic III</td>
<td>Business Ethics &amp; Corporate Governance</td>
</tr>
<tr>
<td>Generic IV</td>
<td>Production &amp; Operations Management</td>
</tr>
<tr>
<td>Generic V</td>
<td>Research Methodology</td>
</tr>
<tr>
<td>Generic VI</td>
<td>Economic Legislation</td>
</tr>
<tr>
<td>Generic VII</td>
<td>Indirect Taxes</td>
</tr>
</tbody>
</table>
**Objective:** To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation.

**Course Contents**

**Unit I:** Introduction to Financial Accounting: Accounting as an Information System, Importance and Scope, Limitations; Users of accounting information, Concepts, Principles and Conventions – Generally Accepted Accounting Principles; The Accounting Equation; Nature of Accounts, Types of books (Primary and Secondary) and Rules of Debit and Credit; Recording Transactions in Journal; Preparation of Ledger Accounts; Opening and Closing Entries; Preparation of Trial Balance.

**Unit II:** Preparation of Financial Statements: Trading Account, Profit & Loss Account and Balance Sheet, Adjustment Entries, Understanding contents of financial statements of a joint stock company as per the Companies Act 2013; Understanding the contents of annual report of a company, Preparation of cash flow statement as per AS-3 (revised).

**Unit III:** Indian Accounting Standards (Ind-AS): Concept, benefits, procedure for issuing Ind-AS in India, salient features of Ind-AS issued by ICAI; International Financial Reporting Standards (IFRS): Main features, uses and objectives of IFRS, IFRS issued by IASB and concept of harmonization and convergence, obstacle in harmonization and convergence, suggestions for increased convergence and harmonization.


**Reading:**
2. Tulsian, P.C., Financial Accounting, Pearson
5. Balwani, Nitin, Accounting and Finance for Managers
7. Bhattacharyya, Asish K., Financial Accounting for Business Managers
Objective: The purpose of this course is to apply microeconomic concepts and techniques in evaluating business decisions taken by firms. The emphasis is on explaining how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives. Simple geometry and basic concepts of mathematics will be used in the course of teaching.

Course content

Unit I: Demand, Supply and Market equilibrium: individual demand, market demand, individual supply, market supply, market equilibrium; Elasticities of demand and supply: Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, elasticity of supply; Theory of consumer behavior: cardinal utility theory, ordinal utility theory (indifference curves, budget line, consumer choice, price effect, substitution effect, income effect for normal, inferior and giffen goods), revealed preference theory.

Unit II: Producer and optimal production choice: optimizing behavior in short run (geometry of product curves, law of diminishing marginal productivity, three stages of production), optimizing behavior in long run (isoquants, isocost line, optimal combination of resources) Costs and scale: traditional theory of cost (short run and long run, geometry of cost curves, envelope curves), modern theory of cost (short run and long run), economies of scale, economies of scope.

Unit III: Theory of firm and market organization: perfect competition (basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry, effect of changes in demand, cost and imposition of taxes); monopoly (basic features, short run equilibrium, long run equilibrium, effect of changes in demand, cost and imposition of taxes, comparison with perfect competition, welfare cost of monopoly), price discrimination, multiplant monopoly; monopolistic competition (basic features, demand and cost, short run equilibrium, long run equilibrium, excess capacity); oligopoly (Cournot’s model, kinked demand curve model, dominant price leadership model, prisoner’s dilemma).

Unit IV: Factor Market: demand for a factor by a firm under marginal productivity theory (perfect competition in the product market, monopoly in the product market), market demand for a factor, supply of labour, market supply of labour, factor market equilibrium.

Readings:
As per the list of Generic Elective mentioned above.
Paper No. - 202: STATISTICS FOR BUSINESS DECISIONS

Objective: To familiarize the students with various Statistical Data Analysis tools that can be used for effective decision making. Emphasis will be on the application of the concepts learnt.

Course contents:


Unit III: Regression Analysis: Meaning and significance, Regression vs. Correlation. Linear Regression, Regression lines (X on Y, Y on X) and Standard error of estimate. Analysis of Time Series: Meaning and significance. Utility, Components of time series, Models (Additive and Multiplicative), Measurement of trend: Method of least squares, parabolic trend and logarithmic trend.

Unit IV: Introduction to testing of Hypothesis: Concept; Level of Significance; Process of testing; Test of hypothesis concerning Mean; Test of hypothesis concerning Proportion. Z test, t – test for single mean and difference of means and ANNOVA – one way and two way. Non parametric tests: One-Sample Wilcoxon Signed Rank Test, Paired-Sample Wilcoxon Signed Rank Test, Paired Sample Sign Test, Two-Sample Kolmogorov-Smirnov Test, Mann-Whitney Test, Kruskal-Wallis ANOVA

Readings:
Objective: This paper will acquaint the students with cost and management accounting concepts and its application for decision making.

Course contents:

Unit I: Cost concepts: Meaning, Scope, Objectives, and Importance of Cost Accounting, Cost, Costing, Cost Control, and Cost Reduction. Elements of Cost, Components of total Cost, Cost sheet. Classification of costs: Fixed, Variable, Semi-variable, and Step costs; Product, and Period costs; Direct, and Indirect costs; Relevant, and Irrelevant costs; Shut-down, and Sunk costs; Controllable, and Uncontrollable costs; Avoidable, and Unavoidable costs; Imputed / Hypothetical costs; Out-of-pocket costs; Opportunity costs; Expired, and Unexpired costs; Conversion cost. Cost Ascertainment: Cost Unit, Cost Center, Profit Center, Cost Allocation and Cost Apportionment; Cost Reduction and Cost Control.


Unit III: Budgets and Budgetary Control: Meaning, Types of Budgets (sales, production, purchase raw material consumption, cash budget. Steps in Budgetary Control, Fixed and Flexible Budgeting, Responsibility Accounting.

Unit IV: Standard Costing and Variance Analysis: Material, Labour & Overhead variances. Activity based costing, Target costing, Life cycle costing, Quality costing (only theoretical knowledge)

Readings:

M.N.Arora, Management Accounting, Theory, Problems and Solutions, Himalaya Publishing House
As per the List of Generic Elective mentioned above.
Objective - The objective of this course is to acquaint students with the Income tax structure and its implications of tax planning.

Course contents:

Unit-I: Basic concepts: income, Agricultural income, person, assessee, assessment year, previous year, gross total income, total income, maximum marginal rate of tax. Residential status of all person, and its effect on tax incidence. Exempted income under section 10 (in relation to individuals).

Unit-II: Computation of income under the heads: Salaries, Income from house property.

Unit-III: Computation of income under the heads: Profits and gains of business or profession, Capital gain, Income from other sources.


Readings:
1. Dr. Vinodk. Singhania and Dr. Monica Singhania; Students guide to income tax, Taxmann Publications.
4. S.P Goyal; Direct tax planning: SahityaBhawan

Online Readings/Supporting Material
1. Finance Act for relevant Assessment Year
2. CBDT Circulars
3. Latest court judgements
Objective: To acquaint students with the techniques of financial management and their applications for business decision making.

Course Contents:

Unit I: Nature of Financial Management: Finance and related disciplines; Scope of Financial Management; Profit Maximization, Wealth Maximization - Traditional and Modern Approach; Functions of finance – Finance Decision, Investment Decision, Dividend Decision; Objectives of Financial Management; Organisation of finance function; Concept of Time Value of Money, present value, future value, and annuity.

Unit II: Long-term investment decisions: Capital Budgeting - Principles and Techniques; Nature and meaning of capital budgeting; Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return & MIRR, Net Terminal Value, Profitably Index Method. Concept and Measurement of Cost of Capital: Explicit and Implicit costs; Measurement of cost of capital; Cost of debt; Cost of perpetual debt; Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of over-all cost of capital based on Historical and Market weights;

Unit III: Capital Structures: Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach, Dividend Policy Decision - Dividend and Capital; The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model; Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage.

Unit IV: Working Capital Management: Management of Cash - Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique (Lock box, concentration banking), Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis; Costs - Collection Cost, Capital Cost, Default Cost, Delinquency Cost, Inventory Management (Very Briefly) - ABC Analysis; Minimum Level; Maximum Level; Reorder Level; Safety Stock; EOQ (Basic Model), Determination of Working Capital. Determining Financing Mix of Working Capital.

Reading
2. Rustogi , Financial Management
3. I.M. Pandey , Financial Management
Objective: The objective of this paper is to introduce students to the different aspects and components of financial institutions and financial markets. This will enable them to take the rational decision in financial environment.

Course Content:

Unit I: Structure of Indian Financial System: An overview of the Indian financial system, financial sector reforms: context, need and objectives; major reforms in the last decade; competition; deregulation; capital requirements; issues in financial reforms and restructuring; future agenda of reforms; Regulation of Banks, NBFCs & FIs: Salient provisions of banking regulation act and RBI Act; Role of RBI as a central banker; Products offered by Banks and FIs: Retail banking and corporate banking products. Universal Banking: need, importance, trends and RBI guidelines, Core banking solution (CBS); RTGS and internet banking, NBFCs and its types; comparison between Banks and NBFCs


Unit III: Secondary Market in India: Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock Exchanges, Demutualization of exchanges, Comparison between NSE and BSE, Raising of funds in International Markets: ADRs and GDRs, FCCB and Euro Issues; Indian Stock Indices and their construction, maintenance, adjustment for corporate actions (rights, bonus and stock split;) on index with numerical, free float vs. full float methodology, Classification of Securities to be included in the Index, Bulls and Bears in Stock Markets, Factors influencing the movement of stock markets, indicators of maturity of stock markets, Major Instruments traded in stock markets: Equity Shares, Debentures, Myths attached to Investing in Stock Markets. Trading of securities on a stock exchange; Selection of broker, capital and margin requirements of a broker, MTM and VAR Margins, kinds of brokers, opening of an account to trade in securities, DEMAT System, placing an order for purchase/sale of shares, margin trading and margin adjustment, contract note and settlement of contracts, Algorithmic trading, Settlement mechanism at BSE & NSE


Readings:
As per the list of Generic Elective mentioned above.
As per the list of Skill Enhancement Course mentioned above.
**Objective:** This course deals with the principles of Macroeconomics. The coverage includes determination of and linkages between major economic variables; level of output and prices, inflation, interest rates and exchange rates. The course is designed to study the impact of monetary and fiscal policy on the aggregate behavior of individuals.

**Course Contents**


**Unit II:** Keynesian theory of Income and employment: simple Keynesian model, components of aggregate demand, equilibrium income, changes in equilibrium, multiplier (investment, Government expenditure, lumpsum tax, foreign trade), effect of fiscal and monetary policy, crowding out, composition of output and policy mix, policy mix in action; ISLM model: properties of ISLM curves, factors affecting the position and slope of ISLM curves, determination of equilibrium income and interest rates, effect of monetary and fiscal policy, relative effectiveness of monetary and fiscal policy.

**Unit III:** Consumption & Investment: The Theories of consumption and Investment: The absolute income hypothesis, Relative Income Hypothesis, Permanent Income Hypothesis, Life Cycle Hypothesis. Concept of Marginal Efficiency of capital and marginal efficiency of investment. Profits and Accelerator theories of Investment; Inflation: meaning, demand and supply side factors, consequences of inflation, anti inflationary policies, natural rate theory, monetary policy-output and inflation, Phillips curve (short run and long run)

**Unit IV:** Open Economy: brief introduction to BoP account, market for foreign exchange and exchange rate, monetary and fiscal policy in open economy, Mundell Fleming model (perfect capital mobility and imperfect capital mobility under fixed and flexible exchange rate)

**Readings:**
Objective: To acquaint students with the construction of mathematical models for managerial decision situations and to use computer software packages to obtain a solution wherever applicable. The emphasis is on understanding the concepts, formulation and interpretation.

Course contents:

Unit I: Linear Programming: Formulation of L.P. Problems, Graphical Solutions (Special cases: Multiple optimal solution, infeasibility, unbounded solution); Simplex Methods (Special cases: Multiple optimal solution, infeasibility, degeneracy, unbounded solution) Big-M method and Two-phase method; Duality and Sensitivity (emphasis on formulation & economic interpretation); Formulation of Integer programming, Zero-one programming, Goal Programming.

Unit II: Elementary Transportation: Formulation of Transport Problem, Solution by N.W. Corner Rule, Least Cost method, Vogel’s Approximation Method (VAM), Modified Distribution Method. (Special cases: Multiple Solutions, Maximization case, Unbalanced case, prohibited routes) Elementary Assignment: Hungarian Method, (Special cases: Multiple Solutions, Maximization case, Unbalanced case, Restrictions on assignment.)

Unit III: Network Analysis: Construction of the Network diagram, Critical Path- float and slack analysis (Total float, free float, independent float), PERT, Project Time Crashing

Unit IV: Decision Theory: Pay off Table, Opportunity Loss Table, Expected Monetary Value, Expected Opportunity Loss, Expected Value of Perfect Information and Sample Information Markov Chains: Predicting Future Market Shares, Equilibrium Conditions(Questions based on Markov analysis) Limiting probabilities, Chapman Kolmogrov equation. Introduction to Game Theory: Pay off Matrix- Two person Zero-Sum game, Pure strategy, Saddle point; Dominance Rule, Mixed strategy, Reduction of m x n game and solution of 2x2, 2 x s, and r x 2 cases by Graphical and Algebraic methods; Introduction to Simulation: Monte Carlo Simulation

Readings:
1. N. D. Vohra, Quantitative Management, Tata McGraw Hill
2. P. K. Gupta, Man Mohan, KantiSwarup, Operations Research, Sultan Chand
3. V. K. Kapoor, Operations Research, Sultan Chand & Sons
Objective: This course provides a comprehensive introduction to basic econometric concepts and techniques. It covers estimation and diagnostic testing of simple and multiple regression models. The course also covers application in Accounting and Finance

Course Contents:

Unit I: Introduction to Econometrics and an overview of its applications; Simple Regression with Classical Assumptions; Least Square Estimation And BLUE, Properties of estimators, Multiple Regression Model and Hypothesis Testing Related To Parameters – Simple and Joint.

Unit II: Violations of Classical Assumptions; their identification, their impact on parameters; tests related to parameters and impact on the reliability and the validity of inferences in case of violations of Assumptions; methods to take care of violations of assumptions, goodness of fit

Unit III: Time Series Models: Test of stationary- Unit Root Test: Intercept Stationarity, Trend Stationarity, and Difference Stationarity. Weak Stationarity and Strong Stationarity

Unit IV: Dummy variables: Intercept dummy variables, slope dummy variables, Interactive dummy variables, Use of Dummy Variables to model qualitative/Binary/Structural changes, Other Functional Forms, Qualitative Response Regression Models or Regression Models with Limited Dependent Variables - Use of Logit, and Probit Models

Recommendation

Computer Package to be Used: Most of Financial data estimation revolves around Time Series Estimation and Forecasting. Using software like E Views, SPSS and STATA solving real life problems and checking assumptions and taking care of assumptions violations and testing goodness of fit

Text Books:

Readings:
2. Ramanathan, Ramu (2002). Introductory Econometrics with Applications (5th ed.). Thomson South Western

Note: The use of relevant statistical software is encouraged for the making projects based upon sections from this paper.
As per the list of Generic Elective mentioned above
As per the list of Generic Elective mentioned above
Objective: The aim of this course is to provide a conceptual framework for analysis from an investor’s perspective of maximizing return on investment – a sound theoretical base with examples and references related to the Indian financial system.

Course Contents:


Unit II: Share valuation: Dividend discount models- no growth, constant growth, two stage growth model, multiple stages; Relative valuation models using P/E ratio, book value to market value. Technical analysis: meaning, assumptions, difference between technical and fundamental analysis; Price indicators- Dow theory, advances and declines, new highs and lows- circuit filters. Volume indicators- Dow Theory, small investor volumes. Other indicators- futures, institutional activity, Trends: resistance, support, consolidation, momentum- Charts: line chart, bar chart, candle chart, point & figure chart. Patterns: head & shoulders, triangle, rectangle, flag, cup & saucer, double topped, double bottomed, Indicators: moving averages. Efficient market hypothesis; Concept of efficiency: Random walk, Three forms of EMH and implications for investment decisions. (No numericals in EMH and technical analysis)


Readings:
2. PrasannaChandra : Investment Analysis and Portfolio Management ;Tata Mcgraw Hill Education Private Limited
**Objective:** To equip students with principles and techniques of Complex Derivatives like Greeks & Exotic Options

**Course Contents:**

**Unit I:** Introduction: History of derivatives, origin of derivatives in India, the classification of derivatives, the important features of derivatives. Early delivery, extension & cancellation of forward contracts. Basis risk, why hedge. Currency futures and its hedging strategies.

**Unit II:** Options and its type, Factors affecting option Prices, upper bounds, lower bounds, early exercise, put & call parity, put & call parity (dividend effect). Trading strategies involving options: Spreads, combinations, payoffs; binomial model: One Period, Two Period and multiple Period. Black-Scholes option model. Naked & covered position, options given by financial institutions, Stop loss strategy portfolio insurance

**Unit III:** The Greek Letters: A Stop Loss strategy; Delta Hedging, Delta of European Stock Options; Delta of a portfolio; Theta of a portfolio; Gamma: Making a portfolio Gamma Neutral.

**Unit IV:** Understanding of Interest rate swap, currency swaps & cross currency swaps. Understanding and types of Exotic Options. Credit Derivatives: Credit ratings, Default intensities, Recovery rates, estimating default probabilities from bond prices; Credit Default Swaps (CDS),

**Text Books:**
2. John C. Hull. Options, Futures and Other Derivatives (7th ed.). Pearson Education.

**Readings:**
As per the list of DSE mentioned above.
As per the list of DSE mentioned above.
Objective: This course is designed to provide an understanding of the essential elements of Joint Ventures, Mergers and Acquisitions with the basic methods of valuation, post-merger valuation, methods of payment and financing options at global level.

Course contents:

Unit I: Joint Ventures: Concept & Meaning of Joint Ventures, Need & Types of Joint Ventures, Structures & Problems faced in Joint Ventures, Joint Ventures and Strategic Alliance. Some relevant case study of successful and failed joined ventures.

Unit II: Mergers and Acquisitions: Introduction to mergers, types of mergers, theories of mergers & acquisitions; Cross-border mergers and acquisitions, issues and challenges in cross border M&A. Handling cross-culture and taxations issues in cross-border M&A. Analysis of Post-Merger Performance.

Demerger, types of demerger, reverse merger, buyback of shares, leverage buy-out strategy, merger strategy - growth, synergy, operating synergy, financial synergy, diversification. Takeover and its types, takeover strategy, takeover bids, legal framework for mergers and acquisitions, leverages and buyouts; Hostile tender offers and various anti-takeover strategies.

Unit III: Deal Valuation and Evaluation: Factors affecting valuation basics, methods of valuation, cash flow approaches, economic value added (EVA), sensitivity analysis, valuation under takeover regulation, valuation for slump sale, cost-benefit analysis and swap ratio determination


Text Books
1. Weston, Fred; Chung, Kwang S. & Siu, Jon A.: Takeovers, Restructuring and Corporate Governance, (2nd ed.). Pearson Education

Readings:
1. Sundarsanam (2006); Creating Value from Mergers and Acquisitions, (1st ed.) Pearson Education
Objective: The objective of this paper is to equip the students with the techniques that can help them in managing the financial issues in international environment. This course will help them to manage MNCs in more effective manner.

Course contents:


UNIT-II: Foreign Exchange Management: Forex market – Wholesale and Domestic market, Quotations- direct, indirect and cross currency; various kinds of transactions and their settlement dates, forward rates, Swaps, Quotes for various kinds of Merchant transactions; Early delivery, extension or cancellation of Forward contracts Exchange Rate determination and Forecasting: Purchasing power parity and Interest rate parity, relationship between PPP and IRP, reasons for deviation from PPP and IRP; models of exchange rate forecasting- forward rate as an unbiased predictor, the Demand-Supply approach, the monetary approach, the Asset approach, the portfolio balance approach, other models


Readings:
1. PG Apte; International Finance,TataMcgraw Hill.
2. Alan C. Shapiro; Multinational Financial Management- Prentice Hall
As per the list of DSE mentioned above.
As per the list of DSE mentioned above.
Objective: The objective of this paper is to know the different aspects of Investment banking, mergers and acquisition and the detailed SEBI guidelines on issue management.

Course contents:

UNIT- 1
Introduction: An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment / Merchant Banking; SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of Lead Managers, Regulations regarding Continuance of association of lead manager with an issue

UNIT II
Issue Management: Public Issue: classification of companies, eligibility, issue pricing, promoter’s contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process, designing and pricing, Green Shoe Option; Right Issue: promoter’s contribution, minimum subscription, advertisements, contents of offer document, Bought out Deals, Post issue work & obligations, Investor protection, Broker, sub broker and underwriters

UNIT III
Leasing and Hire Purchase: Concepts of leasing, types of leasing – financial & operating lease, direct lease and sales & lease back, advantages and limitations of leasing, Lease rental determination; Finance lease evaluation problems (only Lessee’s angle), Hire Purchase interest & Installment, difference between Hire Purchase & Leasing, Choice criteria between Leasing and Hire Purchase mathematics of HP, Factoring, forfaiting and its arrangement, Housing Finance: Meaning and rise of housing finance in India, Fixing the amount of loan, repricing of a loan, floating vs. fixed rate, Practical problems on housing finance.

UNIT IV
Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing.

Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance.

Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, International credit rating practices.

Securitization: concept, securitization as a funding mechanism, Traditional and non traditional mortgages, Graduated-payment mortgages (GPMs), Pledged-Account Mortgages (PAMs), Centralized Mortgage obligations (CMOs), Securitization of non mortgage assets, Securitization in India.

Readings:
**Objective:** This Paper will enable the students to analyze the health of a company through their annual reports and will equip them to understand how to determine its value.

**Course contents:**

**Unit I:** Analysis of Corporate Financial Statements: Income statements and Balance sheets through ratio analysis and analyzing the Chairman’s statement, Directors’ report, management discussion & analysis, report on corporate governance, auditor’s report to evaluate the financial soundness of the company. Understanding financial statements of manufacturing and service organisations. Common size analysis and relevant ratios.

**Unit II:** Introduction to Valuation: Value and price, Balance sheet-based methods, Income statement-based methods, Multiples, Goodwill-based methods. Cash flow discounting-based methods.

Deciding the appropriate cash flow for discounting. The free cash flow to the firm, free cash flow to equity. Forecasting Cash flows: simple model for forecasting income and cashflows. Earnings, Tax effect, Reinvestment needs, dividend.


Case studies in valuation.

**Readings:**
1. Foster, George Financial Statement Analysis, 2nd ed., Pearson Education Pvt Ltd
Objective - The objective of this course is to acquaint students with the Corporate tax structure and Tax planning in operational as well as strategic terms.

Course contents:

UNIT-I: Tax planning, tax management, tax evasion, tax avoidance, Corporate tax in India: types of companies, Residential status of companies and tax incidences, tax liability and minimum alternative tax, tax on distributed profits of companies.

UNIT-II: Tax planning with reference to setting up a new business: Locational aspect, nature of business, form of business. Tax planning with reference to financial management decision - capital structure, dividend including deemed dividend and bonus shares.

UNIT-III: Tax planning with reference to specific management decisions - Make or buy, own or lease, repair or replace. Tax planning with reference to employee remuneration. Tax Planning with reference to business restructuring- Amalgamation, Demerger, Slump Sale, Transfer between holding and subsidiary companies.

UNIT-IV: Tax deducted at source, Advance Tax, double taxation relief, Transfer pricing.

Readings:
1. Dr.MonicaSinghania ,Dr.VinodK.Singhania: Corporate tax planning and Business Tax Procedures,Taxmann Publications.
2. Dr.GirishAhuja and Ravi Gupta: Simplified Approach to CORPORATE TAX PLANNING & MANAGEMENT, Bharat law House
3. S.P Goyal; Direct tax planning: SahityaBhawan

Online Readings/Supporting Material
1. Finance Act for relevant Assessment Year
2. CBDT Circulars
3. Latest court judgements
Objective: This paper will acquaint students with the latest developments in the international business relationships and agencies funding for country’s development.

Course Contents:

Unit I: Review of Economic Theory on International Trade: Basis for international trade; gains from trade; distributional issues, policy instruments and their impact, political economy. Importance, nature and scope of international relation, modes of entry into international business, internationalization process and managerial implications; Domestic, foreign and global environments and their impact on international business decision; Growing concern for green trades.

Unit II: International economic & trading environment: Regional integration and trade blocks, regionalism v/s. multilateralism, european union, integration of developing countries - BRICS, ASEAN, SAARC, SAFTA, NAFTA, G-20; World trade in goods and services - Major trends and developments; World trade and protectionism - Tariff and non-tariff barriers ; Counter trade, UNCTAD, WTO, GATT, GATS, TRIM, TRIPS; India’s role in facilitating trade relations under BRICS, SAARC, SAFTA, ASEAN and to WTO.

Unit III: International investment: Types and significance of foreign investments, factors affecting international investment, growth and dispersion of FDI, Cross border mergers and acquisition, foreign investment in India-Impact of reforms on competitiveness of the Indian Firms, EURO/ADR issues, ECBs; current economic crises in US/Europe/Asia and its impact on economic growth in India.

Unit IV: Economic institutions – InternationalMonetary Funds (IMF), World Bank (IBRD, IDA, IFC), Asian Development Bank, BRICS Development Bank, Bilateral funding arrangements with spacial reference to Japan International Cooperation Agencies (JICA), agencies of USA; Case studies on Bilateral financing arrangements of Indian projects like Delhi Metro, Dedicated Frieghtcoridoor, Nuclear Power Plant etc.

Text Books:

Readings:
Objective: To acquaint the students with fundamentals of Corporate Accounting.

Course contents:

Unit I: Accounting for Share Capital

UNIT II: Preparation of Financial Statements of a Joint Stock Company
Preparation of Profit & Loss Account and Balance Sheet. Treatment of Taxation and Provision for Taxation in Final Accounts of Companies. Treatment of Dividend and Bonus to Shareholders. Treatment of Pre-incorporation Profit or Loss. Form of Balance Sheet as per the Companies Act.

UNIT III: Valuation of Goodwill
Meaning and Features; Types of Goodwill; Factors affecting Goodwill; Goodwill Valuation Methods- Valuation based on Average Profits and Super Profits. Valuation of Shares: Concept of Valuation of Shares; Need for Valuation; Factors affecting Valuation of Shares; Valuation of Equity Shares based on Net Assets and Profitability; Net Asset Valuation of Participating Preference Shares; Fair Value of a Share.

UNIT IV: Accounting for Amalgamation of Companies
Meaning; Types of Amalgamation; Calculation of Purchase Consideration; Accounting Treatment in the books of Transferor and Transferee Companies. Accounting for Reconstruction of a Company: Accounting for External Reconstruction; Alteration of Share Capital; Reduction of Share Capital; Accounting for Internal Reconstruction; Reconstruction through Re-issue of Surrendered Shares.

UNIT V: Accounts of Holding Companies
Meaning of Holding and Subsidiary Companies; Need for Consolidated Financial Statements; Preparation of Consolidated Balance Sheet of a Holding Company with one Subsidiary.

Readings:
Monga, J.R., Fundamentals of Corporate Accounting, Mayur Paper Backs, New Delhi.
Sehgal, Ashok and Deepak Sehgal, Corporate Accounting, Taxman Publication, New Delhi.
**Objective:** The objective of this paper is to acquaint students with corporate finance and the strategies involved in the corporate decisions.

**Course contents:**

**UNIT-I:** Introduction to strategic corporate finance: Strategy Vs Planning, significance of strategy in financial decisions, Different types of financial strategy for Shareholders Wealth Maximization, overall corporate value addition and Economic Value Addition. Strategic Cost Management: Traditional costing Vs Strategic Costing, Relevant costs Vs Irrelevant costs, Different types of strategic costing and their relevance- Target Costing, Activity based Costing, Life Cycle Costing, Quality Costing, Zero Based Budgeting, Strategic cost reduction techniques and value chain analysis. Valuing Real assets in the presence of risk: tracking portfolios and Real Asset valuation, Different Approaches of Valuing Real Assets, Capital Budgeting and Strategic policy

**UNIT-II:** Fundraising: identification of different sources of development capital, determination of capital structure and factors affecting the capital structure, cost of capital and cost saving strategy, production of a business plan and financial forecasts to enable potential funders to assess the proposition. Alternative sources of financing – alternative sources of financing, Different approach to infrastructure projects financing- Public Private Partnership (PPP) and its relevance. Managing credit ratings. Dividend vs share repurchase policy, problem of too much cash. The issues of stock liquidity and illiquidity. Financial Distress and restructuring: Meaning of Bankruptcy, Factors leading to bankruptcy, symptoms and predictions of bankruptcy, reorganization of distressed firms, liquidation of firms. Company disposals: retirement sale or the sale of a non-core subsidiary, planned exit, forceful retirement and other disposals. Exit strategy- most appropriate exit route, valuation, timing of sale and tax planning opportunities, identification of potential purchasers, approaching the potential purchaser, negotiate with potential acquirers and selection of a preferred purchaser. Real options: Financial and real options compared, various types of real options, application of Real options, Drawbacks of Real options

**UNIT-III:** Company Valuation: an overview of valuation, valuation principles and practices more, the impact of “what if” scenarios, the key financial and commercial factors affecting the business. Value enhancement tools & techniques, the link between valuation and corporate finance Management Buy-outs: Establishing feasibility of the buy-out, Negotiating the main terms of the transaction with the vendor including price and structure, Developing the business plan and financial forecasts in conjunction with the buy-out team for submission to potential funders, negotiations with potential funders so that the most appropriate funding offers are selected. Management Buy-ins: Management Buy-in/Buy-outs (“BIMBOs”), Vendor-initiated buy-outs/buy-ins. Due Diligence: financial due diligence for both purchasers and financial institutions.

**UNIT-IV:** Strategic risk management, the substitutability of capital structure and risk management choices, such as process control efforts, financial, physical, and operational hedging, value-based management.

**Readings:**
- Aswath Damodaran: Corporate finance theory and practice; John willey & sons, Inc
- I M Pandey: Financial Management; Vikas Publishing House
- Strategic Financial Management: Prasanna Chandra; McGraw Hill Education (India) Private Limited
Objective: This Paper enables the students to understand the tools and techniques of management of banks and other financial institutions.

Course Contents:

Unit I:
Financial Intermediation; Kinds of Intermediation; Financial Institution and its kinds; An overview of the Indian financial system; Regulation of Banks, NBFCs & FIs; Products offered by Banks and FIs. CRR & SLR management; Capital Adequacy: Capital adequacy norms; Basel agreement-II&III; effect of capital requirements on bank operating policies

Unit II

Unit III
Institutional Risk Management: Interest Rate Risk; Market Risk; Credit Risk; Liquidity Risk; Operational Risk. Determination of Interest Rate. Theories of Interest Rates: Classical Theory; Loanable Funds Theory; Liquidity Preference Theory; Term Structure of Interest Rates. Interest Rate Risk Management: Measurement of Interest Rate Risk; Duration and its kinds; Convexity. Managing Interest Rate Risk: Repricing Gap Model, Maturity Matching Model, Duration Gap Model, Cash Flow Matching Model; Convexity Adjustments.

Unit IV
Credit & Liquidity Risk Management: Types of Assets, NPA & its types, Management of NPA, Measurement of Credit Risk – Qualitative and Quantitative models. Modelling Credit Risk; Term Structure of Credit Risk; Managing Credit Risk: Credit Analysis and kinds of Loans; Pricing of Loans. Liquidity Risk Management: Measurement of Liquidity Risk; Measures of Liquidity Exposure; Causes of Liquidity risk: Asset-Side and Liability-Side; Managing Liquidity Risk: Purchased Liquidity management and Stored Liquidity management; Liquidity Planning; Deposit Insurance; Discount Window

Text Books:
2. Resti&Sironi – “Risk management and shareholders’ value in banking” John Wiley
3. Rose & Hudgins – “Bank management and financial services”

Readings:
1. IIBF-“Bank Financial Management ”
2. Paul& Suresh – “Management of Banking and Financial Services ”
3. Subramanyam – “Investment Banking”
4. Madhuvij -- “Management of financial institutions”
5. http://nptel.iitm.ac.in/courses/110106040/
Objective: To understand the various aspects of accounting and financial frauds, their reason of occurrence, detection and preventive measures so that an overall healthy and trustworthy financial environment should be created.

Course Contents

Unit I: Introduction to fraud: Nature of fraud, why commit fraud, fighting frauds-An overview.
Unit II: Types of Fraud: Frauds against organization, consumer frauds, bankruptcy, divorce and tax fraud, fraud in e-commerce, security fraud, bank fraud, financial statement fraud, revenue and inventory related fraud, liability, assets and corporate disclosure frauds.
Unit III: Fraud Investigation: Investigating theft acts, investigating concealments, conversion investigation methods, inquiry method, business intelligence and fraud reports.
Unit IV: Fraud detection: Recognizing the symptoms of fraud; Data driven fraud detection using predictive analytics and forensic analytics (Nigrini approach).

Case Study
Two Indian and two international case studies.

Reading:
2. Forensic Accounting and Fraud Examination, Cengage Learning.
Paper No. – SEC I: IT TOOLS FOR BUSINESS

Same Syllabus as in BMS.
Computer Lab classes shall be allotted to learn computerized accounts and extraction of data from a financial database. These will enhance the learning in the core papers of Business Accounting and Financial Management, and also help in other Finance related papers, specially the Research Project.

**Financial Accounting Software Package**

For students’ learning, free versions of Accounting Software Packages are available on the internet. For example Tally (free student version), GNUCASH (open source) or any other equivalent.

A student is expected to learn the following by using any reputed Accounting Software Package:

- Understanding the facilities provided by the Accounting Software Package. Understanding user interface. Customizing software features to suit the users’ requirements.

**Extraction of Data and Analysis**

Any Financial Database such as Prowess from CMIE, Capitaline, ACE or any other equivalent

A student is expected to be able to extract the following types of data
- For an index, an industry and company data
- Selection of company/s, period to be studied
- Creation of a peer group
- Use of filters for data query
- Data extraction from balance sheet, profit & loss statement and cash flow statements
- Stock market data- price and volume, BSE/NSE, adjusted prices
- Saving and exporting data to a spreadsheet for further analysis
Paper No. – SEC III: PERSONALITY DEVELOPMENT & COMMUNICATION SKILLS

Same Syllabus as in BMS
Objective: This Paper enables the students to understand eviews that can be used for general statistical analysis and econometric analyses.

Course Contents:

A Brief Introduction to EVIEWS (Econometric Views)
   A. Importing Data to EVIEWS
   B. Executing Simple Procedures
   i. Showing Data
   ii. Graphing Data
   iii. Descriptive Statistic of data
   iv. Estimating a Multiple Regression Equation by Ordinary Least Squares
   v. Testing of Homoscedasticity
   vi. Testing of Error Term
   vii. Testing of Multicollinearity
   viii. Testing of stationarity
   ix. Estimating a Logit and Probit Equation
   x. “Views” of the Regression Equation
C. Printing Output and Graph

Readings:

Objective: This course provides students with a solid introduction to the entrepreneurial process of creating new businesses, role of Creativity and innovation in Entrepreneurial start-ups, manage family-owned companies, context of social innovation and social entrepreneurship and issues and practices of financing entrepreneurial businesses.

Course contents:

UNIT-1 ENTREPRENEURIAL MANAGEMENT
The evolution of the concept of entrepreneurship, John Kao’s Model on Entrepreneurship, Idea Generation, Identifying opportunities and Evaluation; Building the Team / Leadership; Strategic planning for business; Steps in strategic planning; Forms of ownership – Sole proprietorship; partnership; limited liability partnership and corporation form of ownership; advantages/disadvantages, Franchising; advantages/disadvantages of franchising; types of franchise arrangements; franchise contracts; franchise evaluation checklist, Financing entrepreneurial ventures; Managing growth; Valuation of a new company; Harvesting and Exit Strategies; Corporate Entrepreneurship

UNIT-2 ENTREPRENEURSHIP, CREATIVITY AND INNOVATION
Stimulating Creativity; Organisational actions that enhance/hinder creativity, Managerial responsibilities, Creative Teams; Sources of Innovation in Business; Managing Organizations for Innovation and Positive Creativity.

UNIT-3 SOCIAL ENTREPRENEURSHIP
Introduction to Social Entrepreneurship; Characteristics and Role of Social Entrepreneurs; Innovation and Entrepreneurship in a Social Context; Start-Up and Early Stage Venture Issues in creating and Sustaining a Non-profits Organization; Financing and Risks; Business Strategies and Scaling up.

UNIT-4 FAMILY BUSINESS AND ENTREPRENEURSHIP
The Entrepreneur; Role and personality; Family Business: Concept, structure and kinds of family firms; Culture and evolution of family firm; Managing Business, family and shareholder relationships; Conflict and conflict resolution in family firms; Managing Leadership, succession and continuity; women's issues in the family business; Encouraging change in the family business system.

FINANCING THE ENTREPRENEURIAL BUSINESS: Arrangement of funds; Traditional sources of financing, Loan syndication, Consortium finance, role played by commercial banks, appraisal of loan applications by financial institutions, Venture capital.

Readings
6. John Kao, Creativity & Entrepreneurship
12. Scarborough & Zimmerer, Effective Small Business Management

The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.
Objective: To acquaint the students with the fundamentals of managing business and to understand individual and group behavior at work place so as to improve the effectiveness of an organization.

Course contents:

Unit I
Basic forms of Business Ownership: Sole proprietorship, Partnerships, Corporations/Company, Cooperatives: Advantages and Disadvantages; An Introduction to Special forms of ownership: Franchising, Licensing, Leasing; Choosing a form of Business ownership; Corporate Expansion: A brief introduction to mergers and acquisitions, diversification, forward and backward integration, joint ventures, Strategic alliance.


Unit II

Unit III

Unit IV
Groups and Teams: Definition, Difference between Groups and teams; Stages of Group Development, Group Cohesiveness, Types of teams. Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window

Readings:
3. Stoner&Wankel:Management
4. Stephen P. Robbins and Mary Coulter:Management, Pearson
7. Richard L. Daft, Principles Of Management, Cengage Learning, India
Objective: The objective of this paper is to make the students aware about the importance of ethics in the business, practices of good governance to encourage moral imagination and heightening sensitivity towards the ethical dimension of managerial problems.

Course contents:

UNIT-I

UNIT-II
Corporate governance: concept, Need to improve corporate governance standards, Features of good governance, Corporate governance abuses, Role played by regulators to improve corporate governance.
Different Approaches to Corporate Governance, Leadership and Corporate Governance,Different models of Corporate Governance, Landmarks of Corporate Governance, Rights and Privileges of shareholders, Investor’s Problem and protection, Corporate Governance and Other Stakeholders, Board of Directors; Role, Duties and Responsibilities of Auditors, Bank and Corporate Governance, Business Ethics and Corporate Governance.
- International experience- UK scenario (Cadbury, Greenbury and Hampel committee; US scenario (Tread way commission, Blue ribbon committee, Sarbanes oxley act); OECD principles
- Indian experience- imperatives, CII code of best practices, Kumar Mangalam Birla, Naresh Chandra, Narayan Murthy committee report, Accounting standards and corporate governance
- Corporate governance rating- need, importance, process, parameters

UNIT-III
Moral issues in business: Importance of moral issues and reasoning, Principles of moral reasoning, Quality of work life, implications of moral issues in different functional areas of business like finance, HR and marketing.
Whistle blowing: Kinds of whistle blowing, Blowing as morally prohibited, Whistle blowing as morally permitted, Whistle blowing as morally required, precluding the need for whistle blowing
Marketing truth and advertising: Marketing, Advertising, Truth and advertising, Manipulation and coercion, Allocation of moral responsibility in advertising
Trade secrets, corporate disclosure, insider trading: Trade secrets, corporate disclosure, insider trading
Accounting, finance, corporate takeovers: Accounting finance and banking, corporate restructuring and takeovers
Discrimination, affirmative action, and reverse discrimination: Equal employment opportunity, Affirmative action, Preferential hiring
Environmental protection: Safety and acceptable risk, Environmental harm, Pollution and it’s control Product safety and corporate liability, strict liability

Unit-IV
Corporate social responsibility: Meaning, Evolution of corporate social responsibility, Limits of corporate social responsibility, Voluntary responsibility Vs. Legal requirements, Profit maximization vs. social responsibility

Socially Responsive Management: Strategies of response, formulating socially responsive strategies

Implementing social responsiveness, making a social strategy work, Conceptual framework of social responsibilities of business, SWOT analysis for evaluating organizational framework for discharging social responsibility, Financial incentives for social responsibility, Role of self regulation in discharge of social responsibility.

**Text Books:**
Andrew Crane  and Dark Matter- Business Ethics,Oxford Publications.
Adrain Davies – Best Practices in Corporate Governance (Gower),Latest Edition.

**Readings:**
Christine and Mallin-Corporate Governance,Oxford Publication
Bob Tricker-Corporate Governance,Oxford Publication.
Economic India, Reports on Corporate Governance, Academic Foundation, 2004.
IndrajitDube- Corporate Governance,LexisNexisButterworths Wadhwa,2009
Fredrick ,Lawerence and Williams- Society and Business
K.M. Mittal - Social Responsibility of Business
Tom MC Evans - Managing Values and Believes in Organization
LuthansHodgett and Thompson - Social Issues in Business
Adrian Davies -Strategic Approach to Corporate Governance
N. Gopalsamy - Corporate Governance a new paradigm
N.Balasubramaniam - Corporate Board and Governance
Objectives: To understand the production and operation function and familiarize students with the technique for planning and control.

Course contents:

Unit I
Introduction to Production & Operations Management: Definition, need, responsibilities, key decisions of OM, goods vs. services. Operations as a key functional area in an organisation.
Operation Strategies: Definition, relevance, strategy formulation process, order qualifying and order winning attribute
Maintenance Management: Need of maintenance management, equipment life cycle (Bathtub curve), measures for maintenance performance (MTBF, MTTR and availability).
Lean production: Definition of lean production, lean Demand Pull logic, waste in operations, elements that address elimination of waste, 2 card kanban Production Control system.

Unit II
Forecasting: Definition, types, qualitative (grass roots, market research and delphi method) and quantitative approach (simple moving average method, weighted moving average and single exponential smoothing method), forecast error, MAD.
Scheduling: Operation scheduling, goals of short term scheduling, job sequencing (FCFS, SPT, EDD, LPT, CR) & Johnson’s rule on two machines, Gantt charts.

Unit III
Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous, product-process design Matrix and Services design matrix, technology issues in process design, flexible manufacturing systems (FMS), computer integrated manufacturing (CIM).
Layout Decision: Layout planning – Benefits of good layout, importance, different types of layouts (Process, Product, Group technology and Fixed position layout). Assembly line balancing by using LOT rule; Location Decisions & Models: Facility Location – Objective, factors that influence location decision, location evaluation methods- factor rating method.
Capacity Planning: Definition, measures of capacity (input and output), types of planning over time horizon. Decision trees analysis

Unit IV
Aggregate Planning: Definition, nature, strategies of aggregate planning, methods of aggregate planning (level plan, chase plan and mixed plan, keeping in mind demand, workforce and average inventory), Statistical Quality control: Variations in process (common & assignable causes), Control charts: Variable measures (mean and range chart), Attribute measures (proportion of defects and no. of defects) using control tables.
Elementary Queuing Theory: Poisson- Exponential Single Server Model with Infinite Population.(question based on M/M/1.

Readings:
1. Mahadevan B, Operations Management Theory & Practice, Pearson Education
2. Heizer Jay and Render Barry, Production & Operations Management, Pearson Education
5. Adam,E.E and Ebert, Production & operations Management, Prentice Hall of India, New Delhi
8. Gaither and Frazier, Operations Management, Thomson South-Western
Objective: To provide an exposure to the students pertaining to the nature and extent of research orientation, which they are expected to possess when they enter the industry as practitioners. To give them an understanding of the basic techniques and tools of business research.

Course Contents:

Unit I

Unit II
Primary Data Collection: Survey Vs Observations. Random sample collection methods. Comparison of self-administered, telephone, mail, emails techniques. Qualitative Research Tools: Depth Interviews focus groups and projective techniques.

Unit III

Unit IV
Data and the Methods of Analysis: Analysis of Variance (ANOVA) One-Way & Two-Way, Chi square test (goodness of Fit). Multivariate Data Analysis: Factor Analysis(Principal Component Analysis), Discriminant Analysis. Above statistical test also to be explained using statistical software package.

Text Books:

Readings:
Objective: To impart in depth knowledge of the Law of contracts which forms the foundation of all day to day obligations in the business world. To impart conceptual and practical knowledge to students of Companies Act 2013, a historic legislation in corporate world replacing the Companies Act, 1956. Law relating to Limited Liability partnerships in India forms an integral part of the syllabus so as to acquaint the students with this alternative form of business organisation available in the country. Essential laws of practical relevance for common people like RTI, Consumer Protection form an essential ingredient of the course content.

Course contents:

Unit I
The Indian Contract Act 1872 : Meaning and Essentials of contract; law relating to offer, acceptance consideration, competency to contract, free consent, agreements declared void, performance of contracts, discharge of contracts, breach of contracts and quasi contract. Special contracts: contract of indemnity and guarantee, bailment and pledge, and agency.

Unit II
Sale of Goods Act, 1930 : Sale and agreement to sell, implied conditions and warranties, sale by non-owners, rights of unpaid seller.
Negotiable Instruments Act, 1881: Meaning of negotiable instruments, types of negotiable instruments, promissory note, bill of exchange, cheque & bouncing of cheques.

UNIT III
COMPANIES ACT, 2013
Introduction : Meaning and Characteristics of Company, Classification of Companies, Formation of Company, Significance of Memorandum & Articles of Association, Prospectus, Issue of shares and bonus shares, rights issue, sweat equity, Directors, Composition of the Board, Company Meetings
LIMITED LIABILITY PARTNERSHIP ACT, 2008
Salient Features of LLP, Nature of LLP, Incorporation of LLP, Extent and limitation of liability of LLP and partners.

UNIT IV
CONSUMER PROTECTION ACT, 1986 : Scope & Applicability, Definition of Consumer, Consumer of goods, Consumer of Services, Unfair Trade Practice (Sec 2(1)(r), Defect in goods, Deficiency in Services, Rights of Consumers, Consumer Dispute Redressal Agencies : District Forum, State Commissision, National Commission
RIGHT TO INFORMATION ACT, 2005 : Right to Information, Obligations of Public Authorities, Designation of Public Information officers, Disposal of Requests, Exemption from Disclosure of information, Third party Information, Powers and Functions of information Commission, Appeal and Penalties

Readings:
3) Maheshwari & Maheshwari, Business Law, National Publishing House, New Delhi
4) Goyal Bhushan Kumar and Jain Kinneri, Business Laws, International Book House
5) Reena Chadha and Sumant Chadha, Corporate Laws, Scholar Tech Press.
Paper No. - Generic VII: INDIRECT TAXES

Objective: To provide basic knowledge and equip students with application of principles and provisions of Service Tax, VAT, Central Excise, and Customs Laws and Goods and services Act

Course contents:

Unit I: Service tax
Service tax – concepts and general principles, Charge of service tax and taxable services, Valuation of taxable services, Payment of service tax and filing of returns, Penalties

Unit II: VAT
VAT – concepts and general principles, Calculation of VAT Liability including input Tax Credits, Small Dealers and Composition Scheme, VAT Procedures

Unit III: Central Excise
Central Excise Law in brief – Goods, Excisable goods, Manufacture and Manufacturer, Valuation, CENVAT, Basic procedures, Export, SSI, Job Work

Unit IV: Customs laws
Basic concepts of customs law, Territorial waters, high seas, Types of custom duties – Basic, Countervailing & Anti- Dumping Duty, Safeguard Duty, Valuation, Customs Procedures, Import and Export Procedures, Baggage, Exemptions

Goods and Services Tax
Goods & Service tax – concepts and general principles, Dual nature, Charge of GST and taxable goods & services, Valuation, Payment of GST and filing of returns.

Readings:
1. V.S. Datey. Indirect Tax Law and practice, Taxmann Publications Pvt. Ltd., Delhi,
2. Dr. Sanjeev Kumar. Systematic Approach to Indirect Taxes
3. Dr. Vinod K. Singhania, Element of Service Tax, Taxmann Publications Pvt. Ltd., Delhi

Online Readings/Supporting Material
1. Finance Act for relevant Assessment Year
2. CBEC Circulars
3. Latest court judgements