A brief description of the course

- **Purpose**
  The main objective of offering MBA(FS) programme under Choice Based Credit System include
  a. Creation and development of conceptual, operational and managerial skills for manpower requirements of Financial Services industry.
  b. Provide advanced knowledge and training on various facets of financial services such as banking, capital markets, corporate finance and other related areas
  c. Develop manpower that can enjoy functional utility from various employment opportunities and self employment opportunities in the financial sector.

- **Prerequisites**
  To seek admission to MBA(FS) programme a candidate must have passed Graduation in any discipline. The admission is granted to the candidates applied for based on CMAT scores in the order of merit. The candidate admitted is expected to possess the basic aptitude and analytical ability.

- **Credits (theory, tutorials, practical’s)**
  In order to award MBA (FS) degree the candidate must have earned 100 credits during two years. Of these 50 credits are from Compulsory courses and 30 credits are from Optional Courses offered during the second year and 20 credits through corporate internship and project work. However the candidate is allowed to opt for up to a maximum of 20 credits from any other department to meet the requirement. Each credit will carry 15 hours of teaching. The number of theory, tutorial and practical is indicated against each course in the list of courses presented below.

- **Number of semesters, how the courses are distributed**
  The MBA(FS) programme is divided in to Four semesters of which course work is done in three semesters and one semester is devoted for corporate internship with the financial services industry to provide on the job training.

- **Dissertation**
  As a part of MBA (FS) Programme a Project work carrying 8 credits is offered during the fourth semester along with corporate internship.

- **Field work, etc.**
  Every student has to undergo Two months summer training in financial services organizations to gain hands on experience at the end of Semester Two which carry four credits.
In the following tables, **L** refers to lectures, **T** refers to tutorials and **P** refers to practicals. Description of a course appears on the page number listed in the tables.

### Compulsory Courses

<table>
<thead>
<tr>
<th>Course Number and Name</th>
<th>L-T-P (hours/week)</th>
<th>Credits</th>
<th>Page number</th>
</tr>
</thead>
<tbody>
<tr>
<td>101 Accounting for Management</td>
<td>3-0-0</td>
<td>3</td>
<td>5</td>
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<tr>
<td>102 Quantitative Finance</td>
<td>3-0-0</td>
<td>3</td>
<td>7</td>
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<tr>
<td>103 Corporate Finance</td>
<td>3-0-0</td>
<td>3</td>
<td>8</td>
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<tr>
<td>104 Stock Market Operations</td>
<td>3-0-0</td>
<td>3</td>
<td>10</td>
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<tr>
<td>105 Security Analysis</td>
<td>3-0-0</td>
<td>3</td>
<td>11</td>
</tr>
<tr>
<td>106 Financial Services</td>
<td>3-0-0</td>
<td>3</td>
<td>13</td>
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<tr>
<td>107 Human Resource Management</td>
<td>2-0-0</td>
<td>2</td>
<td>15</td>
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<tr>
<td>108 Essentials of Management</td>
<td>2-0-0</td>
<td>2</td>
<td>16</td>
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<tr>
<td>109 Communications Skills</td>
<td>2-0-0</td>
<td>2</td>
<td>18</td>
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<tr>
<td>110 Group Discussion Skills</td>
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<td>1</td>
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<tr>
<td>201 IT for Financial Services</td>
<td>2-0-1</td>
<td>3</td>
<td>20</td>
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<tr>
<td>202 Portfolio Management</td>
<td>3-0-0</td>
<td>3</td>
<td>22</td>
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<tr>
<td>203 Mutual Funds Management</td>
<td>3-0-0</td>
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<td>24</td>
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<tr>
<td>204 Marketing of Financial Services</td>
<td>3-0-0</td>
<td>3</td>
<td>25</td>
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<tr>
<td>205 Bank Management</td>
<td>3-0-0</td>
<td>3</td>
<td>26</td>
</tr>
<tr>
<td>206 Financial Derivatives</td>
<td>3-0-0</td>
<td>3</td>
<td>27</td>
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<tr>
<td>207 Organisational Behaviour</td>
<td>3-0-0</td>
<td>3</td>
<td>28</td>
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<tr>
<td>208 Strategic Management</td>
<td>2-0-0</td>
<td>2</td>
<td>29</td>
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<tr>
<td>209 Interpersonal Skills</td>
<td>1-0-0</td>
<td>1</td>
<td>30</td>
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<tr>
<td>210 Report Writing</td>
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</table>
Optional Courses

A student has to opt for a total of 23 Credits

<table>
<thead>
<tr>
<th>Course Number and Name</th>
<th>L-T-P (hours/week)</th>
<th>Credits</th>
<th>Page number</th>
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<tbody>
<tr>
<td>301 Corporate Restructuring</td>
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<tr>
<td>302 Treasury and Forex Management</td>
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<td>33</td>
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<tr>
<td>303 Infrastructure and Real Estate Finance</td>
<td>3-0-0</td>
<td>3</td>
<td>34</td>
</tr>
<tr>
<td>304 Venture Capital and Private Equity</td>
<td>3-0-0</td>
<td>3</td>
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<tr>
<td>305 Insurance and Risk Management</td>
<td>3-0-0</td>
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<td>36</td>
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<tr>
<td>306 Equity and Debt Market Research</td>
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<tr>
<td>307 Commodity Derivatives</td>
<td>3-0-0</td>
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<td>38</td>
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<tr>
<td>308 Global Securities Markets and Investments</td>
<td>3-0-0</td>
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<td>39</td>
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<tr>
<td>309 Tax Planning and Management</td>
<td>3-0-0</td>
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<tr>
<td>310 Risk Management &amp; Hedge Funds</td>
<td>2-0-0</td>
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<tr>
<td>311 Behavioral Finance</td>
<td>2-0-0</td>
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<tr>
<td>312 Corporate Governance</td>
<td>2-0-0</td>
<td>2</td>
<td>43</td>
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<tr>
<td>313 Security Laws</td>
<td>2-0-0</td>
<td>2</td>
<td>45</td>
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<tr>
<td>314 Business Simulation Lab</td>
<td>0-0-1</td>
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<td>46</td>
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</table>

Optional Courses (Core Soft Skills & Non Business Courses to be opted from other Departments)

<table>
<thead>
<tr>
<th>Course Number and Name</th>
<th>L-T-P (hours/week)</th>
<th>Credits</th>
<th>Page number</th>
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<tbody>
<tr>
<td>315 Non Business Courses</td>
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<td>47</td>
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<tr>
<td>316 Interview Facing Skills</td>
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</table>

Field-based Compulsory Courses

<table>
<thead>
<tr>
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<th>L-T-P (hours/week)</th>
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<tbody>
<tr>
<td>Summer Training/Professional Training Programme / Workshop</td>
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<td>51</td>
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<tr>
<td>Corporate Internship (4 Months)</td>
<td></td>
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## Recommended distribution of courses Semester-Wise

<table>
<thead>
<tr>
<th>SEMESTER</th>
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<tr>
<td>Semester-I</td>
<td>101</td>
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<td>Semester-II</td>
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<tr>
<td>Summer Training/Professional Training Programme / Workshop</td>
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<tr>
<td>Semester-III</td>
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<tr>
<td>Semester-IV</td>
<td>Corporate Internship (4 Months)</td>
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</table>
MODULE I - PRINCIPLES OF ACCOUNTING (15 hours)


MODULE II - ANALYSIS OF FINANCIAL STATEMENTS AND COST ANALYSIS FOR DECISION MAKING (20 hours)

UNIT 1 Meaning and Importance – Types of financial analysis: (external, internal, horizontal and vertical analysis – methods/devices of financial analysis

UNIT 2 Comparative statements, Trend analysis, Common size statement.

UNIT 3 Funds flow analysis, Cash flow analysis and Ratio analysis – Utility of the findings of analysis of financial statements in managerial decision making

UNIT 4 Marginal Costing: Meaning – objective, characteristics and assumptions – Difference between marginal cost and marginal costing – Marginal Cost equation: (Contribution; Profit – Volume ratio (p/v ratio); Breakeven / Cost volume profit analysis, Breakeven point and Margin of safety

UNIT 5 Application of marginal costing in decision – making: Fixation of selling price, make or buy decision, selection of suitable product mix and Maintaining desired level of profits- Merits and demerits of marginal costing.

UNIT 6 Activity Based Costing, Life Cycle Costing, Target Costing, Balanced Score Card, Economic Value Added.

MODULE III - COST CONTROL (10 hours)

UNIT 1 Budgetary control: Meaning – Purpose and importance- Distinction amongst budget – Budget – Budgeting and budgetary control – Budget manual – Requisites for a successful budgetary control system


Suggested Readings:
1. Maheshwari S. N., Management Accounting, Sultanchand & Sons
2. Sharma & Gupta, Management Accounting, Kalyani publishers
4. Chakraborty, Advanced Accounting, Oxford University
5. Charles T. Horngren, Management Accounting, Prentice Hall of India
6. Robert N. Anthony, Management Control Systems
102 QUANTITATIVE FINANCE
(3 Credits)

MODULE – I (15 hours)
UNIT 1 Introduction to Business Statistics – Introduction to Business Research - Quantitative Tools & Techniques in Finance
UNIT 2 Statistical tools used for Organizing, Describing, Analysing & Predicting, and Testing of data.

MODULE – II (15 hours)
UNIT 1 Correlation and Regression Analysis – Forecasting based on Regression Analysis
UNIT 2 Time series Analysis – Components of Time Series – Forecasting based on Time series Analysis.

MODULE – III (15 hours)
UNIT 1 Probability Applications – Theorems of Probability and Types of Probability – Mathematical Expectation and Probability Distributions (Binomial, Poisson, and Normal).
UNIT 2 Testing of Hypothesis – Large and small sample testing – ANOVA and Chi-square Tests – Basics of Non-parametric Tests.

Suggested Readings
2. Gupta, S. C; Fundamentals of Statistics (6/e); Himalaya Publishing House.
103 CORPORATE FINANCE
(3 Credits)

MODULE – I (15 hours)
UNIT 1 Financial Management: Meaning, nature and scope of finance goal – profit vs. wealth maximization; Finance functions – investment, financing and dividend decisions.
UNIT 2 Capital Budgeting: Nature of investment decisions: Investment evaluation criteria – net present value, internal rate of return, profitability index, payback period, accounting rate of return: NPV and IRR comparison.
UNIT 3 Capital rationing; Risk analysis in capital budgeting.

MODULE – II (15 hours)
UNIT 1 Cost of capital: Meaning and significance of cost of capital: Calculation of cost of debt, preference capital, equity capital and retained earnings; Combined cost of capital (weighted); Cost of equity and CAPM;
UNIT 2 Operating and Financial Leverage: Measurement of leverages: Effects of operating and financial leverage on profit; analysing alternate financial plans; combined financial and operating leverage.
UNIT 3 Capital structure Theories: Traditional and M. M. Hypothesis – without taxes and with taxes; determining capital structure in practice.

MODULE – III (15 hours)
UNIT 1 Dividend Policies: Issues in dividend decisions, Walter’s model, M-M hypothesis, dividend and uncertainty, relevance of dividend; dividend policy in practice; Forms of dividends; stability in dividend policy; corporate dividend behaviour.
UNIT 2 Management of working Capital: Meaning significance and types of working capital: Calculating operating cycle period and estimation of working capital requirements
UNIT 3 Financing of working capital and norms of bank finance; Sources of working capital: Factoring services; various committee reports on bank finance; Dimensions of working capital management.
Suggested Readings
1. Prasanna Chandra: Financial Management (TMH), 7/e
2. I. M. Pandey – Financial Management (Vikas), 9/e
15. Sathyaprasad&Kulkarni, Financial Management – HPH
17. Paresh P Shah, Financial Management – Biztantra, 1/e, 2005
MODULE I – CAPITAL MARKETS IN INDIA  
(15 hours)
UNIT 3 Listing of Securities : Meaning – Merits and Demerits – Listing requirements, procedure, fee – Listing of rights issue, bonus issue, further issue – Listing conditions of BSE and NSE – Delisting

MODULE II – TRADING AND SETTLEMENT SYSTEM IN STOCK EXCHANGES  
(15 hours)

MODULE III – RISK MANAGEMENT AND SURVEILLANCE SYSTEM IN STOCK EXCHANGES  
(15 hours)
UNIT 1 Risk Management system in BSE &NSE – Margins – Exposure limits – Surveillance system in BSE & NSE – Circuit breakers

Suggested Readings
2. V. A. Avadhani, Investment and Securities Market in India, Himalaya Publishing House.
5. Ravi Puliani and Mahesh Puliani, Manual of SEBI, Bharat Publication
MODULE I- INTRODUCTION OF INVESTMENT AND VALUATION OF SECURITIES (10 hours)


UNIT 2 Valuation of securities – bond and fixed income instruments valuation – bond pricing theorems, duration of bond and immunization of interest risk, term structure of interest rate, determination of yield curves, valuation of equity and preference shares (Dividend capitalization & CAPM).

MODULE II- RISK AND RETURN ANALYSIS (10 hours)

UNIT 1 Analysis of risk & return, concept of total risk, factors contributing total risk, systematic and unsystematic risk, default risk, interest rate risk, market risk, management risk, purchasing power risk. Risk & risk aversion. Capital allocation between risky & risk free assets – Utility analysis.

MODULE III- FUNDAMENTAL AND TECHNICAL ANALYSISIS (25 hours)


UNIT 2 Industrial Analysis; Industry classification schemes – Classification by product and according to business cycle – Key characteristics in industry analysis – Industry life cycle – sources of information for industry analysis


UNIT 4 Theory of Technical analysis, Assumptions of Technical analysis

1. Investment Analysis and Portfolio management – Prasanna Chandra – TMH
2. Investments – Zvi Bodie & Mohanty – TMH
3. Investment Management – VK Bhalla (S. Chand & Co.)
9. Portfolio Management – Barua, Verma and Raghunathan (TMH) 1/e, 2009
10. Portfolio Management – S. Kevin – Prentince Hall India
12. Ranganathan & Madhumathi – Investment Analysis & Portfolio Management – Pearson, PHI
106 FINANCIAL SERVICES
(3 Credits)

MODULE I - OVERVIEW OF FINANCIAL SERVICES AND SECURITISATION
(15 hours)

UNIT 1 Evolution of Financial Services – Indian Financial System – Formal Financial System and Informal Financial System – Financial Institutions – Banking Companies and Non Banking Companies – Classification of Non Banking Companies – Classification of Activities of Non Banking Finance Companies- Fund Based Activities – Fee Based Activities – concepts, growth and trends of fee Based and Fund Based activities.

UNIT 2 Introduction, Definition, Concept, Players involved in Securitisation and Process of Securitisation

UNIT 3 Securitisation structure, Differentiate between Pass Through Certificate and Pass Through Securities, Instruments of Securitisation, Developments in Securitisation with recent trends

MODULE II - CREDIT RATING
(15 hours)

UNIT 1 Introduction – Concept of Credit rating – Meaning of Credit rating – Definition, Scope – need and Importance of credit rating in developing countries – Types of credit rating – Kinds of instruments rated – Credit rating symbols – Credit Rating advantages and disadvantages

UNIT 2 Credit rating agencies in India – CRISIL, CARE, ICRA and Fitch India – Process of Credit Rating and Methodology by Indian credit rating agencies – services rendered by credit rating agencies – Solicited rating and unsolicited rating – Equity assessments us Equity grading – rating methodology for Financial services, Manufacturing companies, Banks and financial companies, Mutual funds, Insurance companies and IPO grading – Registration and Regulation of Credit rating agencies

MODULE III- DEPOSITORY
(15 hours)

UNIT 1 Overview of Depository system - Key features of Depository system in India – depository – Bank analogy – legal framework – Eligibility criteria for a depository- Agreement between Depository and Issuers – Rights and Obligation of Depositories- Records to maintained by Depository – services of Depository and functions of Depository- Organisation and functions of NSDL


UNIT 4 Special Services-Pledge and Hypothecation- Procedure for pledge/Hypothecation- procedure of confirmation of creation of Pledge/Hypothecations by Pledgee-Closure of a Pledge/Hypothecation by Pledgor- Invocation of Pledge by Pledgee. Stock lending and Borrowing – Corporate actions
Suggested Readings
2. Kohak M. A. Financial Services in India, Digvijay Publication
4. I. M. Pandey, Venture Capital – The Indian Experience, Prentice Hall India
5. J. C. Verma, Venture Capital Financing in India, Response Books
6. J. K. Dietrich, Financial Services and Financial Institutions, Prentice Hall India
8. V. A. Avadhani, Financial Services and Markets, Himalaya Publishing House
10. B. L. Mathur, Changing Profile of Financial Services, Bookman Associates
11. Agarwala&Agarwala, Bulls Bears 7 the Mouse, Macmillan
12. Dr. J. C. Verma, Credit Rating, Bharat Publication
13. Journal of Structure Finance
14. Journal of Investing
15. Journal of Financial Services
107 HUMAN RESOURCE MANAGEMENT

(2 Credits)

MODULE I - HUMAN RESOURCE PLANNING AND RECRUITMENT AND SELECTION (15 hours)


MODULE II- TRAINING & PERFORMANCE APPRAISAL AND COMMUNICATION AND TIME MANAGEMENT (15 hours)

UNIT 1 Training & Performance Appraisal – Training: Meaning, Definition and Importance of training – Training process – Methods and techniques of training.


UNIT 3 Communication Meaning and nature of communication – Elements of communication process – Principals of effective communication – Barriers to communication – Formal and informal channels of communication – verbal communication – Non –verbal communication –Effective business presentations – Interpersonal Skills

UNIT 4 Time Management: Meaning – Nature of tasks and time management effective time management techniques – 80/20 principal – Managing oneself and outside influences – Timetabling – Planning and control.

Suggested Readings
3. “Some thoughts on HRD in Education “T.V. Rao
4. Human Resources Management and Human Relations V. P. Michael
5. Organisational Behaviour Dr. K. Aswathappa.
6. William Hendricks, Coaching, Mentoring and Managing, Jaico Publishing House
9. Hellriefel, Slocum and Woodman, Organisational Behaviour, (9/e) Thomson Learning, South – western
12. Stephen P. Robbins, Organisational Behaviour, Prentice Hall India
14. Uday Pareek, Behaviour Process in Organisation, Oxfordand and India Book House
15. Edger Scheier, Organisational Psychology, Prentice Hall India
16. K. Ashwathappa, Organisational Behaviour, Himalaya Bombay
17. Uday Pareek, Beyond Management, oxfordand and India Book House
18. W. L. French and Bell, Organisational Development, Prentice Hall India
MODULE I (15 hours)

UNIT 1 Management: Science society and international management and Essentials of Planning and Managing by Objectives – theory and practice-systems approach to the management process-functions of managers-operating in pluralistic society-socially responsibility of managers – ecological environment-ethics in managing – trust as a basis for change management – International management - International management and Multinational Corporation

UNIT 2 Essentials of Planning and Managing by Objectives – Types and steps in planning –objectives-evolving concepts in Managing by Objectives


UNIT 4 Decision making – need, limitation, selecting, development, evaluation of alternatives, programmed and non –programmed decisions – certainly – uncertainly risks – creativity and innovation

MODULE II (15 hours)

UNIT 1 Nature of OrganisingEntrepreneuring and Reengineering and Departmentation – formal – informal-organisational division-levels-organisational environment for Entrepreneuring and intrapreneuring – reengineering the organisation – structure and process of organising

UNIT 2 Line/Staff Authority, Empowerment Decentralization Effective Organising and Organisation Culture Line/staff – Authority and power –functional authority- Empowerment – Decentralization and delegation of authority – effective organizing – promoting appropriate organisational culture

UNIT 3 Motivation – McClelland’s need theory of motivation – special motivation techniques, jo enrichment – systems and contingency approach to motivation

UNIT 4 Leadership- Definition – ingredients – traits approaches – leadership behaviour and styles-situational or contingency, approaches to leadership – transactional and transformational leadership

UNIT 5 Committee and teams – nature –reasons – disadvantages, misuse and successful operation of committees

Suggested Readings
2. Human Resource Management – Garry Dessler
3. Aswathappa K. Business Environment for Strategic Management, Himalaya Publishing House
5. Cherumnilam, Francis, Business Environment, Himalaya Publishing House
7. Peter F. Drucker, Management: Tasks, Responsibilities, Harper Collins Publishers

Suggested Journals
1. Journals of Business and Industrial Marketing – Emerald Journals
2. International Journal of Quality and reliability management – Emerald Journals
MODULE I - INTRODUCTION, EMPLOYMENT COMMUNICATION, ORAL COMMUNICATION and WRITTEN COMMUNICATION (15 hours)

UNIT 1 INTRODUCTION: Role of communication, defining and classifying communication, purpose of communication, process of communication, in organization, barriers & gateway in communication, 7C’s of communication.

UNIT 2 EMPLOYMENT COMMUNICATION: Writing CVs, Group discussions, interview, types of interview, candidates preparation, interviewers preparation; Impact of Technological Advancement on Business Communication; Communication networks, Internet, E mails, SMS, teleconferencing, videoconferencing.

UNIT 3 ORAL COMMUNICATION: What is oral Communication, principles of successful oral communication, principles of successful oral communication, two sides of effective oral communication, effective listening, non-verbal communication, body language, paralanguage.

UNIT 4 WRITTEN COMMUNICATION: Purpose of writing, clarity in writing, principles of effective writing, writing technique, electronic writing process.

MODULE II - BUSINESS LETTERS AND REPORTS, CASE METHOD OF LEARNING, PRESENTATION SKILLS and GROUP COMMUNICATION (15 hours)

UNIT 1 BUSINESS LETTERS AND REPORTS: Introduction to business letters, Types of business letter, Layout of business letter, writing memos, what is a report purpose kinds and objectives of reports, writing reports.

UNIT 2 CASE METHOD OF LEARNING: Understanding the case method of learning, different types of cases, overcoming the difficulties of the case method, reading reading a case properly (previewing, skimming, reading, scanning), case analysis approaches (systems, behavioural, decision, strategy), analyzing the case, dos’ and don’ts for case preparation.

UNIT 3 PRESENTATION SKILLS: What is a presentation element of presentation, designing a presentation, advanced visual support for business presentation, types of visual aid, Appearance & Posture, Practicing delivery of presentation.

UNIT 4 GROUP COMMUNICATION: Meetings, Notice, Planning meetings, objectives, participants, timing, venue of meetings, leading meetings, Minutes of Meeting, Media management, the press release, press conference, media interviews, Seminars, workshop, conferences, Business etiquettes.

Suggested Readings
2. Rajendra Pal – Business Communication (Sultanchand & Sons Publication)
110 GROUP DISCUSSION SKILLS
(1 Credit)

MODULE I - INTRODUCTION, PARAMETERS OF EVALUATION, TOPIC HANDLING AND GROUP DISCUSSION PROCESS (15 hours)

UNIT 1 Introduction: Meaning of Group Discussion, Objective and Need for Group Discussion in the selection process, Types of Group Discussion.

UNIT 2 Parameters of Evaluation: Body language, Content, Creativity and originality, Voice, Eye contact, Analytical ability, communication skills, Leadership, Group Behaviour, Listening.

UNIT 3 Topic Handling: Analysing the topic, handling specific situations, approaches to controversial and abstract topics, approaches to case studies.

UNIT 4 Group Discussion Process: How to start, getting to speak, body language, making meaningful contribution, summarising and ending a Group Discussion; Do’s and Don’ts in a Group Discussion.

Suggested Readings
1. Kit of Group Discussion by Rajinder Dhillon, Dhilolon Group of Publications, E-12, Main Road, Kalkaji, New Delhi – 110019
3. Bright’s Handbook of Group Discussions by P.S. Bright, Bright Careers Institute, Competition Refreshers, Nai Sarak, Delhi.
201 IT FOR FINANCIAL SERVICES

(3 Credits)

MODULE I - WORD PROCESSING, SLIDE PRESENTATIONS AND DATABASE MANAGEMENT SYSTEMS (10 hours)
UNIT 1 Word Processing - documents creation-editing -formatting-letters and mailing-tables
UNIT 2 Slide Presentations: -Slide Presentations-creating-editing -slide layout and design-using graphics-using animation effects.

MODULE II - SPREADSHEET PROCESSING (15 hours)
UNIT 1 Data handling Querying and Sorting – macros-pivot tables, charts and reports-scenario-validation
UNIT 2 Financial analysis : Basic financial statements-financial ratios-financial forecasting- break even leverage analysis-future and present value- annuities uneven cash flow stream- non-annual compound periods- valuation & rate returns cost of capital- capital budgeting- Risk, capital budget and diversification-normal and t-distributions-t-Tests-One-way anova, simple linear , polynomial and multiple regression-Chi-square test
UNIT 3 Creating graphics: creating, editing charts, tables

MODULE III - ACCOUNTING SOFTWARE-TALLYAND ELECTRONIC COMMERCE (20 hours)
UNIT 1 Tally: Introduction – Getting started – Creating and configuring the new company
UNIT 2 Accounts and Inventory Management System: Accounts Masters Maintenance – Account Vouchers Maintenance-Inventory Masters Maintenance – Inventory Vouchers Maintenance
UNIT 3 Reports, Business Management and Advanced Usage: Accounting and Inventory Report-MIS reports- Budget & Scenario management- Forex management- Manufacturing Group Company-Payroll-Tax
Suggested Readings
1. A.K Nadhani, “Implementing Tally 9 “, Nadhani
Module I - Introduction to Portfolio Management (15 hours)

Unit 1: The Investment Process - Definition of Investments, Investment Categories, Defining Investment Objectives - Risk and Investor Profile.

Suggested Readings:
- Investment Constraints
- Investment Goals and Constraints for Institutional Investor.

Unit 2: Asset Allocation - Process, types of asset allocation, management style, different approaches to allocation decision, and overview of allocation techniques.


Unit 4: Efficient Market Hypothesis - Passive vs Active Management Strategies - Types of Passive Portfolios: Index Funds, Customized Funds, Factor/Style Funds - Styles of Active Management - Active Management Strategies: Top Down, Bottom-Up, Combining Active and Passive, Active/Core Portfolios, Active/Completeness Fund Portfolios.

Module II - Portfolio Analysis, Revision Selection and Performance Evolution (15 hours)

Unit 1: Analysis - Diversification, Portfolio Risk and Return, Single-Index Model, The Sharpe Index Model, Portfolio Beta, Generating the Efficient Frontier.

Unit 2: Selection - Markowitz Risk-return Optimization, concept of utility, Sharpe optimization model - Other portfolio selection models - Geometric Mean Model, Safety First Model and Stochastic Dominance Model.


Module III - Portfolio Revision and Performance Measurement (15 hours)


Unit 2: Managed Portfolios and Performance Measurement - Classification of Managed Portfolios and Typical Examples, Advantages of Managed Portfolios, Management Performance Evaluation - Methods for Calculating Rate of Return: Money Weighted Rate of Return, Time Weighted Rate of Return, Linked Internal Rate of Return, Buying the Index Approach, Components of Investment Performance, Market Timing Issues in Risk Adjusted Performance Measures - Sharpe’s, Treynor’s, Jensen’s performance Measure for Portfolios.

Unit 3: Applications of Index Futures in Portfolio Management - Pricing of Index Futures Contracts, Stock Index Arbitrage, Applications of Index Futures, Beta Management.

Suggested Readings
14. M.Ranganatham and R.Madhumathi, Investment Analysis and Portfolio
MODULE I - MUTUAL FUND ORGANISATION AND MANAGEMENT

UNIT 1 Introduction: Meaning of Mutual Fund, Structure in India, Custodians of Mutual Funds (Sponsors, Trust, AMC), Role of AMC, NFOs, Registrars, Agents, Mutual Fund Classification, Types of Mutual Funds.

UNIT 2 Objectives of AMFI, Advantages of Mutual Funds, Systematic Investment Plan (SIP), Systematic Transfer Plan (STP), Systematic Withdrawal Plan (SWP).

MODULE II - MUTUAL FUND PRODUCTS, INVESTMENT AND PERFORMANCE MEASUREMENT

UNIT 1 Mutual Fund Products and Features: Equity Funds: Definition, features of Equity funds, Index Fund, Large Cap Funds, Mid Cap Funds, Sectoral Funds, Types of Equity Schemes, Arbitrage funds, Multicap funds, Quant funds, P/E Ratio fund, International Equities Fund, Growth Schemes.

UNIT 2 Gold Exchange Trade Funds (ETFs): Introduction Features, Working of ETFs, Market Making with ETFs, Creation Units, Portfolio Deposit and Cash Component.

UNIT 3 Debt Funds: Features, Interest Rate Risk, Credit Risk, Pricing of Debt Instruments, Debt Instrument Schemes, (Fixed Maturity Plans, Capital Protect Funds, Gilt Funds, Balanced Funds, MIPs, Child Benefit Plans, Liquid Funds: Features, Floating Rate Scheme, Portfolio of Liquid funds.


MODULE III - REGULATORY FRAMEWORK, ACCOUNTING AND TAXATION OF MUTUAL FUNDS


UNIT 3 VALUATION: Valuation of thinly traded securities – Valuation of non-trade securities – Valuation and disclosure of illiquid securities.


Suggested Readings
7. M. Ranganatham and R. Madhumathi, Investment Analysis and Portfolio...
204 MARKETING OF FINANCIAL SERVICES

(3 Credits)

MODULE I - MARKETING THEORY (15 hours)
UNIT 1 Introduction to Marketing – Marketing Environment – Market Analysis – Marketing Research – Segmentation and Targeting – Positioning
UNIT 2 Marketing Strategies: Product strategies – Strategies Marketing Models

MODULE II - SERVICES MARKETING (15 hours)
UNIT 1 Difference between goods and services – Managing Service Encounters – Integrated Service Management – Product Elements
UNIT 2 Distributing Services – Pricing and Revenue Management – Promotion and Communication – Designing and Managing Service Processes
UNIT 3 Constructing the Service Environment – Managing People for service Advantage – Service Quality and Productivity – Customer Relationship Management – Customer Loyalty

MODULE III - FINANCIAL SERVICES AND MARKETING PERSPECTIVE (15 hours)
UNIT 1 Retail Financial Services: Investment services – Insurance Services
UNIT 2 Credit Services – Dimensions and drivers
UNIT 3 Institutional Financial Services

Suggested Readings
1. Varshney & Gupta “Marketing Management” Sultan Publications
4. Sinha & Sahoo “Services Marketing” Himalaya Publishing House
205 BANK MANAGEMENT
(3 Credits)

MODULE I - COMMERCIAL BANKING IN INDIA AND LIQUIDITY MANAGEMENT (15 hours)
UNIT 2 Liquidity management: Liquidity – Purpose – Sources – Measurement – Liquidity/Profitability problem – Theories of Liquidity management – Priorities in the employment of bank funds – Problem of resource allocation in Indian commercial banks

MODULE II - CAPITAL ADEQUACY IN BANK AND CREDIT & INVESTMENT MANAGEMENT (15 hours)
UNIT 1 Capital adequacy in bank: Functions of capital funds in commercial banks – capital adequacy – Basle norms on capital adequacy – Capital adequacy norms in Indian commercial banks – Present position of capital adequacy in Indian Commercial banks
UNIT 2 Credit & investment management: Cardinal principles of sound bank lending – Formulating loan policy – Factors influencing loan policy – Contents of loan policy – Evaluating credit applicant – Loan supervision

MODULE III ALM & NPA IN BANKS AND BANK MARKETING (15 hours)
UNIT 1 ALM & NPA in banks: Concept of ALM – Objectives – Functions – Process – Measurement and Management of Risks – Concept of NPAs, NPAs in Indian commercial banks, Causes, Suggestions and steps for containing NPAs, Prudential norms
UNIT 2 Bank marketing: Concept of bank marketing – Formulating and implementing marketing strategies for a commercial bank – Relationship banking – Concept, Distinguishing features, Utility, Fundamentals of formulating relationship banking strategy

Suggested Readings:
10. Gerald Hatler, Bank Investments and Funds Management, Macmillan
12. Dudley Luckett, Money and Banking, Mac Graw Hill.

Suggested Journals
1. Professional Banker
MODULE I - INTRODUCTION TO DERIVATIVES (15 hours)

UNIT 1  Definition – Types – Participants and functions – Development of exchange traded derivatives –
Global derivatives markets – Exchange traded vs. OTC derivatives markets – Derivatives trading
in India – L. C. Gupta Committee – J. R. C. varma committee – Requirements for a successful
derivatives markets

UNIT 2  Futures: Introduction – Futures terminology – Key features of futures contracts – Futures vs.
Forwards – Pay off for futures – Equity futures – Equity futures in India – Index futures – Stock

UNIT 3  Options: Introduction – Options terminology –Types – Options pay off- Equity options contracts
in India – Index options – Stock options –Options – Options trading strategies – Hedging –

MODULE II - PRICING OF FUTURES AND OPTIONS (15 hours)

UNIT 1  The cost of carry models for stock and index futures – cash price and futures price, arbitrage
opportunity.

UNIT 2  Factors affecting options pricing-Option pricing models – Binominal pricing model – The Black
and Scholes Model-Pricing of index options

UNIT 3  Sensitivity of option premia (Delta, Gamma, Lambda, Theta, Rho)

MODULE III - TRADING CLEARING AND SETTLEMENT OF OPTIONS AND
FUTURES (15 hours)

UNIT 1  Futures and options trading system – Trader workstations – contract specification – specification
for stock and index eligibility for trading charges

UNIT 2  Clearing entities and their role- clear mechanism-adjustment for corporate actions – open position
calculation

UNIT 3  Margining and settlement mechanism-Risk Management –SPAN- Mechanics of SPAN –Overall
portfolio margin requirement

Suggested Readings
1. John Hull, Options, Futures and other Derivatives, Pearson Education
2. S. L. Gupta, Financial Derivatives, Prentice Hall
3. Parameshwaran, Financial Derivatives, Mc graw Hill
8. NCFM Derivatives (Dealers) Module
9. NCFM Currency Derivatives Modules
MODULE I - INTRODUCTION TO ORGANISATION BEHAVIOUR (15 hours)


UNIT 2 Understanding self studied through – Perception and Personality

UNIT 3 Understanding self studied through - Values and Attitudes

MODULE II - UNDERSTANDING OTHERS: INTERPERSONAL, GROUP BEHAVIOUR AND GROUP DYNAMICS (15 hours)


MODULE III - STRESS MANAGEMENT, CHANGE AND TEAM BUILDING (15 hours)

UNIT 1 Stress Management and Counselling – How It Comes About - How it affects various Elements of Job Performance – Extreme Product of Stress – Stress and Job Performance – Approaches to Stress Management – Characteristics of Counselling – Types of Counselling


Suggested Readings
1. K. Aswathappa “Organisational Behaviour” Himalaya Publishing House
2. Rosemary Thomson & Christopher Mabey – Developing Human Resources
3. Gregory Moorhead & Richy W. Griffin – Organisational Behaviour
4. I. M. Prasad – Organisational Behaviour
5. R. A. Sharma – Organisational Behaviour
7. M. G. Rao – Human Behaviour at work
8. R. C. Sastry – Dharmie Value 7 HRM
9. Organisational Behaviour Dr. K. Aswathappa
10. K. Kapur and B. K. Punia, Organisational Behaviour and Management, S. K. Publisher
11. Hellriefel, Slocum and Woodman, Organisational Behaviour, (9/e) Thomson Learning, South Western
15. W. L. French and Bell, Organisational Development, Prentice Hall India
17. Uma Sekharan, Organisational Behaviour, Tata Mc Graw Hill
208 STRATEGIC MANAGEMENT
(2 Credits)

MODULE I - STRATEGIC MANAGEMENT BASIC (15 hours)


MODULE II - CSR AND GLOBAL ECONOMY AND INTERNATIONAL STRATEGIC MANAGEMENT (15 hours)


Suggested Readings
1. Azhar Kazmi, Business Policy and Strategic Management (2/e), Tata McGraw Hill
6. Aswathappa, K. Business Environment (12 t/e), Himalaya Publishing House
7. Cherunilam, Francis, Business Environment (12/e) Himalaya Publishing House
8. Cherunilam Francis Global Economy and Business Environment, Himalaya Publishing House
11. Srinivasan, R. Strategic Management: The Indian Context, Printice Hall India

Suggested Journals
1. Business Strategy Review (Blackwell Synergy)
2. Corporate Governance: An International Review (Blackwell Synergy)
3. Business of Ethics: An European Review (Blackwell Synergy)
4. Journal of Economics and Management Strategy (Blackwell Synergy)
5. Journal of Small Business Management (Blackwell Synergy)
MODULE I

UNIT 1  Introduction : Meaning, Scope, importance, factors hampering interpersonal skills, gateway to enhancing these skills.

UNIT 2  Building Relationships : Effective interpersonal communication, communication styles, presentation skills, active listening, language-replace but with and, tone of voice, body language, accepting responsibility, developing assertiveness.

MODULE II

UNIT 1  Connecting with Self and others : Personal reflection, work motivation, stress management, emotional intelligence humour and smile, iceberg-getting below the surface rapport building, valuing others, leadership effectiveness, delegation.

UNIT 2  Conflict Resolution : Managing conflicts, problem solving skills, feedback – giving and receiving, critical thinking-knowledge of self-awareness, self-critique, search for self-understanding.

Suggested Readings
210 REPORT WRITING SKILLS
(1 Credit)

MODULE I
(15 hours)

UNIT 1  Introduction: Significance, Substance of reports, guidelines for writing reports, report writing process, criteria used for judging the effectiveness of a report.

UNIT 2  Principles of writing reports: Preparatory steps, elements of style and tone, writing the report, order of writing

UNIT 3  Structure of reports: Structure of report, parts of a report, use of graphics

UNIT 4  Types of reports: Reports by individuals, reports by committees, short reports - informational memorandum reports, analytical memorandum reports, letters reports, ling (formal) reports formats.

Suggested Readings
2. Effective Business Communication by Herta A Murphy, Herbert W Hildebrandt and Jane P Thomas Tata McGraw Hill Publishing Company Ltd
301 CORPORATE RESTRUCTURING
(3 Credits)

MODULE I

UNIT 1 Introduction to Mergers and Acquisitions, Mergers and Acquisitions - An Overview : Various Forms of Corporate Restructuring – Restructuring: Underlying Issues

UNIT 2 Merger and Acquisitions Waves, Merger Movements in the US – Trends of Mergers and Acquisitions in India – Growing need for Corporate Restructuring in Recent times. India Inc.begins M &A innings – Hostile Takeovers


MODULE II


UNIT 2 Types of M&A, Mergers and Acquisitions: Different Forms: Various types of Mergers


MODULE III

UNIT 1 Takeover Defenses, Friendly vs Hostile Takeovers – Alternative Takeover Tactics – Takeover Defenses – Preventive Anti-takeover Measures – Active Anti-takeover

UNIT 2 Going Private, ‘Going-Private’ Transactions – Methods of Going Private


Suggested Readings

1. Weston, Chung, Hoag, Mergers, Restructuring and Corporate Control, PHI
2. S.ShivaRamu ,Corporate Growth through Mergers & Acquisitions , Sage Publications
4. Sudarshan ,The Essence of mergers and acquisitions ,PHI
5. Weston ,Takeovers, Restructuring and Corporate Governance , PHI
6. S.ShivaRamu ,Restructuring and break-ups , Sage Publications
7. T.P Ghosh , Buyback of shares , Taxmann
8. Ranjit Kumar Mandal , Corporate Mergers in India ,D.K.Publishers
9. Vijay Kumar Kaushal ,Corporate Takeovers in India , D.K Publishers
MODULE I (15 hours)
UNIT 1 Scope, objectives and functions of treasury - Treasury management in bank and corporate - Cost centre vs. profit centre treasury - Centralized vs. decentralized treasury
UNIT 2 Structure and role of global money market - Money market Instruments (call money, term money, notice money CP, CD, T-Bill, Repo and reverse repo, BRDS, IBPC, etc) - Money market derivatives (FRA, IRS, IRF, swaption, CAPS, Floors and collars)
UNIT 3 Integration of money market and forex market - ALM - Liquidity management - Credit risk, country risk, operating risk, market risk and implications of BASEL II

MODULE II (15 hours)
UNIT 1 The International Financial Environment - The International Monetary System
UNIT 2 The foreign exchange market - Features of Forex market - The Determination of Exchange Rates
UNIT 3 Regulation- Roles of RBI and FEDAI-Relevant provisions of FEMA

MODULE III (15 hours)
UNIT 1 Currency Exposure - Management of economic exposure - Management of transaction exposure - Management of translation exposure
UNIT 2 Accounting of transaction and translation exposure
UNIT 3 Currency derivatives

Suggested Readings
6. V. A. Avadhani, Treasury Management in India, Himalaya Publishing House
8. Reu, International Financial management
MODULE I  (15 hours)
UNIT 1 The Nature of Real Estate and Real Estate Markets - Legal Concepts in Real Estate Finance - Government Controls and Real estate Markets
UNIT 2 Fixed Rate Mortgage Loans- Adjustable Rate and Variable Payment Mortgages -Contractual Relationships –
UNIT 3 Loan Origination, Procession, and Closing - Foreclosure

MODULE II  (15 hours)
UNIT 2 Financing Corporate Real Estate- Financing Construction Projects - Financing
UNIT 3 Land Development Projects - Partnerships, Joint Ventures, and Syndications- Financing Project Development

MODULE III  (15 hours)
UNIT 1 The Secondary Mortgage Market mechanisms - The Secondary Mortgage Market agencies and firms
UNIT 2 Pass Through Securities, CMOs, and Derivative Securities
UNIT 3 Real Estate Investment Trusts (REITs) - Real Estate Investment Performance and Portfolio Consideration

Suggested Readings
1. Brueggeman, Willaim B; Real Estate Finance and Investments. TMH
2. Ling, David C and Archer, Wayne; Real Estate Principles: A Value Approach, TMH
3. Eldred, Gary; Investing in Commercial Real Estate; TMH
4. Clauretie, Terrence; Real Estate Finance: Theory and Practice; Thomson Learning.
5. Stedel, George; Real Estate Law; Thomson Learning.
6. Clauretie, Terrence; Learning Real Estate Finance; Thomson Learning.
7. McKenzie, Dennis; Essentials of Real Estate Economics; Thomson Learning.
8. Miller, Norman; Real Estate Principles for The New Economy; Thomson Learning.
9. Jacobus, Charles; Real Estate Principles; Thomson Learning.
10. Hamilton, Dan; Real Estate Marketing and Sales Essentials; Thomson Learning.

Suggested Journals
1. Real Estate Economics [Blackwell Synergy]
2. Journal of Property Research [Taylor Francis]
3. Journal of Property Investment and Finance [Emerald]
4. Journal of Property Finance [Emerald]
5. Property Management [Emerald]
304 VENTURE CAPITAL AND PRIVATE EQUITY
(3 Credits)

MODULE I
UNIT 1 Concept of PE and its characteristics – Definition –Difference between PE, VC and HedgeFunds – Nature of PE Firm – Players in the PE market – benefits of PE finance
UNIT 2 Venture Capital-Overview to Venture Capital – definition – features - types- roles
UNIT 3 PE Fund - Legal structure and terms - Private equity investments and financing - Private equity multiples and prices - Private equity funds and private equity firms - Investment features and considerations

MODULE II
UNIT 1 Structure and regulation of Venture Capital and PrivateEquity – Business Cycle of PE - Structure of VCPE firms – Limited liability partnerships - Routes of VCPE investments in India - Regulatory aspects of VCPE investments
UNIT 2 Valuation approaches – risk and return – analysis of funds – conventional method – revenue multiplier method

MODULE III
UNIT 1 Strategies of PE – leverage Buyout – growth capital – mezzanine capital – distressed debt – other strategies
UNIT 2 Size and performance and economic environment of PE global context – PEPI and Fund Indices – PE in India an overview
UNIT 3 Due Diligence – Procedure and challenges – Due diligence in emerging PE Market – investing in developing market – past performance and strategy
UNIT 4 Modes of Exits in Indian Context and Challenges involved – IPO-Promoter Buyback – Sale to other PE Funds – Sale to other strategic Investor – Stake Swap – M&As – open market – Secondary Market
305 INSURANCE AND RISK MANAGEMENT
(3 Credits)

MODULE I
UNIT 1 The basic concepts in Risk Management – The Risk Management Model.
UNIT 2 Identification and Evaluation of Risk Exposures.
UNIT 3 Treatment of Risk Exposures.

MODULE II
UNIT 1 Property Risk Management.
UNIT 2 Personal Risk Management
UNIT 3 Business Risk Management.
(Any other applications of the Risk Management Model may be attempted in place of the above.)

MODULE III
UNIT 1 Principles of Insurance – Life Insurance (Term Plans)
UNIT 2 Life Insurance (Endowment and Pension)
UNIT 3 Non Life Insurance – Pricing of Insurance Products

Suggested Readings
2. S. Balachandran, General Insurance, Insurance Institute of India.
3. S. Balachandran, Karve, Palav, Life Insurance, Insurance Institute of India.
306 EQUITY AND DEBT MARKET RESEARCH
(3 Credits)

MODULE I
(15 hours)
UNIT 1 Research Tools & Techniques: Data, Types of data and Characteristics – Full Sample and sub sample Analysis – Types of scales – Data Smoothening – Types of Data Analysis – Types of Tests parametric and non parametric tests – Dependent and independent Variables – selection of independent variables – Test for significance.


MODULE II
(15 hours)


MODULE III
(15 hours)
UNIT 1 Cases in Equity and Debt Research: Valuation of Equity, Debt & Firm - Mean reversion-Market Volatility Models- Economic Value Added -Development of Hybrid Securities - Industry and Company Analysis

UNIT 2 Contemporary Developments in Finance: Analysis and Interpretation of recent events/news in finance

Suggested Readings
4. Rose – Anne Dana, Monique Jeanblance, ‘Financial markets in continuous Time’, Springer
5. Klaus, Sandmann, Philip J. Shonbucher (Eds.) ‘Advances in Finance and Stochastics’, Springer
7. Paul Wilmott, “Quantitative Finance”, Johnwiley & Sons Ltd.
307 COMMODITY DERIVATIVES
(3 Credits)

MODULE I
UNIT 1 Commodity markets: Meaning of Commodity, markets, marketing of agricultural commodities, physical market operations
UNIT 2 Understanding risk, managing risk, evaluation of commodity derivatives in the world and in India
UNIT 3 Meaning of derivatives, types, markets and participants, economic importance of commodity derivatives in India.

MODULE II
UNIT 1 Commodity exchanges, What is commodity exchange? Commodity exchange around the world and in India, electronic spot exchanges, regulation of commodity markets.
UNIT 2 Trading on commodity exchanges, The exchange platforms, membership, brokerage, trading systems, participants, market positions, order types, access to commodity exchange, volume and open interest
UNIT 3 Clearing and settlement on commodity Exchanges, the commodity clearing house, margining, risk containment measures, settlement process, warehousing and warehouse receipts, the delivery process, distinctive features

MODULE III
UNIT 1 Commodity futures pricing and applications, Pricing of futures, cost of carry, futures spot convergence, price relationships, futures for hedging, speculation, arbitrageur, speeds.
UNIT 2 Commodity Options and Applications, Options pricing, greeks, exotics, options for hedging, speculation and arbitrage.
UNIT 3 Commodities as an investment class, Investing commodities, commodity indices, risks and challenges, variety in commodity markets, derivatives disasters.

Suggested Readings
2. John C. Hull and Sankarshan Basu, Options, Futures and other Derivatives, Pearson 7th edition
5. www.fmc.gov.in
6. www.mcxindia.com
7. www.ncdex.com
8. NCFM Commodity Derivatives Module wolk book.
9. Nick Battley, Introduction to commodity Futures, Irwin
10. J. D. Hamon, Advanced Commodity trading Techniques, Windsor books.
MODULE I (15 hours)
UNIT 1 Introduction - Global Securities Markets - world’s major stock markets – characteristics, obstacles – institutional framework

MODULE II (15 hours)
UNIT 1 Euro Issues – Foreign Currency convertible bonds, external commercial borrowings – Depository receipts – American Depository Receipts, objectives, types of risks, types of ADRs – Global Depository Receipts – growth in ADR & GDR – IDRs
UNIT 3 Syndicate Euro Credits – Origin and trends – main players in euro market mechanics of Euro loans – Issuance of Euro Equities

MODULE III (15 hours)
UNIT 2 Securities Regulations – IOSCO
UNIT 3 International financing – borrowing parameters – funding options – co-financing

Suggested Readings
2. Global Financial Markets by Ian Giddy, AITBS Publishers and Distributors, New Delhi
MODULE I (15 hours)
UNIT 1 Introduction – Residential Status – Incomes exempt from tax – Income from Salaries – perquisites – valuation of perquisites- tax treatment of different forms of salary income (includes practical problems) Income from House Property – chargeability – computation of income from let out and self occupied house property (includes practical problems)
UNIT 2 Profits and gains of business or profession – chargeability – deductions allowed in respect of expenses/ allowances – depreciation – expenditure on scientific research – amortization of preliminary expenses – amounts expressly disallowed under the act – special provision for deduction in case of trade, professional or similar associations – Income from Capital Gains – chargeability – computation of capital gain – capital gains exempt from tax – short term and long term capital gains charged to tax (includes practical problems)
UNIT 3 Income from other sources – clubbing of income – set off and carry forward of losses – Deductions from gross total income – Return of income and assessment – Advance payment of tax (includes practical problems)

MODULE II (15 hours)
UNIT 1 Tax Planning, Tax Avoidance, Tax Evasion and Tax Management
UNIT 2 Corporate Tax Planning: Meaning and objectives – Types of companies – residential status of a company and tax incidence – Areas for corporate tax planning – Assessment of income – Filing of returns.
UNIT 3 Taxation of Companies: Computation of income under the heads of income applicable to corporate assesses – Set off and carry forward of losses – Deductions available in respect of gross total income – Computation of taxable income – Tax liability of a company. (Includes practical problems)

MODULE III (15 hours)
UNIT 1 Tax planning with reference to setting up a new business – Location of new business – Nature of business – Forms of organization – Tax planning in respect of newly established industrial undertakings in free trade zones – Newly established 100% export oriented undertakings – Tax planning in respect of industrial undertakings engaged in infrastructural development or other activities.
UNIT 2 Tax planning and corporate financial decisions -Tax planning vis–a-vis corporate capital structure – Investment decision – Dividend decision – Issue of bonus shares - Tax planning with reference to other managerial decisions - Purchase of assets out of owned funds or out of borrowed funds - Own or lease – Purchase by installments or hire – Sale of assets used for scientific research work – Make or buy – Shutdown or continue.
UNIT 3 Tax planning and employees remuneration - Formulation of an ideal wage policy or salary package for employees – Provision for various perquisites and facilities – Tax incidence of a wage policy in the hands of employees – Deduction of tax at source.

Suggested Readings
6. Lakhotia, Corporate Tax Planning, Lakhotia, New Delhi
MODULE I
UNIT 1  Evolution and definition of hedge funds – characteristics of hedge funds – differences between hedge funds and mutual funds – structure and participants – fund raising and investments
UNIT 2  Fund of Hedge Funds
UNIT 3  Hedge fund due diligence tactics

MODULE II
UNIT 1  Risk and return of hedge funds – investment strategy of hedge funds – fund of hedge funds – hedge fund indices – current scenario of hedge fund industry
UNIT 2  Hedge fund strategies – Hedge Fund Portfolio Analytics
UNIT 3  Hedge Fund Trends

Suggested Readings
1. Hedge Fund Of Funds Investing: An Investor’s Guide By Joseph Nicholas
2. Hedge Fund Risk Fundamentals: Solving The Risk Management And Transparency Challenge By Richard Horwitz
3. Hedge Funds : An Analytical Perspective By Andrew Lo
4. All About Hedge Funds : The Easy Way To Get Started By Robert Jaeger
MODULE I
UNIT 1 Investment Decision Cycle: Judgment under Uncertainty : Cognitive information perception - Peculiarities (biases) of quantitative and numerical information perception - Weber law - Subjective probability – Representativeness – Anchoring- Asymmetric perception of gains and losses framing and other behavioral effects - Exponential discounting - Human economic behavior - Discount factors for short and long horizons - Experimental measurement of the discount factor - Hyperbolic discounting.

UNIT 2 Utility/ Preference Functions: Expected Utility Theory [EUT] and Rational Thought : Decision-making under risk and uncertainty - Expected utility as a basis for decision-making - Theories based on Expected Utility Concept - Decision-making in historical prospective - Allais and Elsberg’s Paradoxes - Rationality from an economics and evolutionary prospective - Herbert Simon and bounded rationality- Investor rationality and market efficiency - Empirical data that questions market efficiency.


MODULE II


UNIT 3 Emotions and Decision-Making : Experimental measurement of risk-related - Measuring Risk - Emotional mechanisms in modulating risk-taking attitude - Neurophysiology of risk-taking. Personality traits and risk attitudes in different domains - Evolutionary prospective and emotions. Proximal and ultimate mechanisms framework – Making decisions with “play” and real money - Modulating altruistic behavior by utilizing the essentials of the specific proximal mechanisms - Emotions and rationality - Antonio Damasio and somatic markers

Suggested Readings
MODULE I (15 hours)

UNIT 1 Corporate Governance - An overview: Corporate Governance - An Overview: Issues in Corporate Governance - Definition of Corporate Governance - Difference between Corporate Governance and Corporate Management - Theories Corporate governance - Models of corporate governance: Anglo - American model, German model, Japanese model, and Indian model - Evolution of corporate governance - Recent theoretical development on corporate governance

UNIT 2 Corporate Governance - Codes and Laws - Legal Frame Work- Companies Laws- SEBI Laws- Corporate Governance and Law Reforms in India- Committees on Corporate Governance In India- Corporate Governance Codes- Corporate Governance in the World- Globalization and Corporate Governance - Models of Corporate Governance - Mechanisms of Corporate Governance - Choice of governance Models

UNIT 3 Corporate Governance - Board Structures and Styles: Corporate Governance - Board Structures and Styles: Types of Board of Directors - Types of Board structures: The all executive board, The majority board, The majority outside board, The two tier supervisory board, The advisory board; - Issues in designing a Board - Styles of functioning of Boards: Rubber stamp board, representative board, country club board and professional board.

MODULE II (15 hours)

UNIT 1 Corporate Governance - Roles and Responsibility of Board of Directors - Corporate Governance - Roles and Responsibility of Board of Directors: The role of Board of Directors - Responsibility of directors - Duties of directors - Role of Chairman - The Functions of chairman - Role of CEO - The functions of CEO - Functions of the Board - Committees of the Board: Audit committee - Remuneration committee - Nomination committee.

UNIT 2 Corporate Governance – Role of Auditors and Shareholders - Auditors – appointment – audit committee- Related party transactions and disclosures-Management Audit - Risk Evaluation and Risk Management-Evaluation of key financial decisions and disclosures - Management Audit for investors’ protection in the context of Corporate Governance - Share holders- Appointment/Re-Appointment of New Directors- Quarterly Results- Half-Yearly Results- Shareholders Information in Annual Reports- Postal Ballot- Shareholding Pattern- Shareholders/Investors Grievances Committee- Share Transfer Committee-Shareholders and Stakeholders - Shareholder Rights - Responsibilities of Shareholders - Minority Shareholders’ Protection - Stakeholder Protection

UNIT 3 Corporate Governance – Financial Performance - Corporate Governance and Corporate Performance – Accounting Approach – Non – Accounting Approach - Construction of Corporate Governance Index – Corporate Governance Rating Models - ICRA Model – CRISIL Model – CARE Model - Corporate Governance and Organizational Effectiveness -
Suggested Readings

3. Reports of Studies Initiated By SEBI, Government and Other Agencies.
MODULE I
UNIT 1 Companies Act, 1956.
UNIT 2 Securities Contract and Regulation Act, 1956.

MODULE II
UNIT 1 Foreign Exchange Management Act, 1999
UNIT 2 Negotiable Instruments Act, 1881
UNIT 3 The Indian Contract Act, 1872.

Suggested Reading:
1. All the Acts covered in the syllabus.
Business Simulation Lab essentially involves skill development exercises in various functional areas of financial services, broadly like applied finance or statistics, portfolio construction, evaluation and revision, online trading of securities markets and futures. The simulation exercises will be supported by the hardware and software facilities in the lab.
315 ECONOMETRICS FOR FINANCE
(4 Credits)

MODULE I
UNIT 1 Introduction: Types of data, probability distribution, Normal distribution, t-test, F-test and Chi Square test, Hypothesis testing.
UNIT 2: Regression: Simple regression, Classical linear regression assumptions, Goodness fit, correlation, partial correlation, Linear and Non-linear regression.

MODULE 2
UNIT 1 Multiple Regression: Regression with multiple variables, adjusted R square, model selection.
UNIT 2 Heteroscedasticity:

MODULE 3
UNIT 1 Dummy Variables, Qualitative response models LPM, Probit and Logit models
UNIT 2 Time Series Econometrics: some basic concepts

MODULE 4
UNIT 1 Univariate series modelling and forecasting
UNIT 2 Modelling volatility and correlation, ARCH and GARCH models.

Suggested Readings

Contd…..
315 A: EVALUATION OF DRAFT PAPERS (POLICIES) OF REGULATORY BODIES IN INDIA - (July – Nov, ‘11)  
(2 Credits)

MODULE I - DRAFT PAPERS OF RBI  
(15 hours)
UNIT 1 Draft Papers of RBI – Entry of New Banks :Draft paper on Entry of Corporate in Banking Sector - Entry of New Banks in the Private Sector.

MODULE II - DRAFT PAPERS OF SEBI AND DEPARTMENT OF COMPANY AFFAIRS  
(15 hours)
UNIT 2 Draft papers of Department of Company Affairs -Direct Tax Code

Suggested Readings
5. RBI Manuals, SEBI Manuals.
6. www.rbi.org.in/scripts/
7. www.sebi.gov.in/
8. www.mca.gov.in
9. finmin.nic.in/index.asp

Contd…..
315 B ENTREPRENEURIAL AND CORPORATE SOFT SKILLS

(2 Credits)

MODULE I - CORPORATE SOFT SKILLS (15 hours)

UNIT 1 Emotional Intelligence – Emotional Quotient – Importance of Emotions – Levels of Emotional Awareness – Managing Negative Emotions.

UNIT 2 Negotiations Skills – Successful Negotiation – Types of Negotiations - kinds of Bargaining: (Win – Lose) versus (Win – Win)

MODULE II - ENTREPRENEURIAL SKILLS (15 hours)


UNIT 2 Case Studies of Successful Entrepreneurs.

Suggested Readings


BACK
MODULE I  (15 hours)
UNIT 1  Interviews-An Introduction to Interviews - First Impression - Body Language -The Three Parts of an Interview
UNIT 2  Group Discussions (GD) -Understanding GD - Why conduct a GD? - How to Gear up for a GD? - Different Phases of GD
UNIT 3  Preparing for an Interview, Resume and Your Attention -When to Prepare - The First Step - The Second Step - The Third Step -Managing your Image at the Interview
SUMMER TRAINING/PROFESSIONAL TRAINING PROGRAMME/ WORKSHOP

(4 Credits)

At the end of 2\textsuperscript{nd} Semester, every student shall have to undergo four weeks summer training to gain on the job training in financial services industry in Goa or outside. At the end of the summer training candidate will have to prepare a report on the work experience and present a seminar before department council. Based on the presentation the department council will award appropriate grade. The candidate also has to submit certificate of experience for duration of four weeks to become eligible for admission in the second year MBA (Financial Services) course.
CORPORATE INTERNSHIP

To gain on the job experience in selected Finance Companies/Corporations/Banks/Stock Exchanges/Regulatory Bodies/Leading Broking Firms/FII’s/Consultancy & Research Firms/Foreign Exchange in India and or abroad/Finance Departments of Industries and learn the intricacies of practical work situations. This would enrich theoretical and conceptual knowledge of the subject in financial services. During this period every candidate, apart from his/her on-the-job-training, has to carry out a research study in any chosen area in consultation with Department and the concerned organization and prepare a report on the findings of the study. Every candidate has to make a seminar presentation on his or her research report at the end of the corporate internship.

Evaluation:
1. Corporate internship shall be evaluated by the official concerned in internship organization based on the checklist provided by the department. Based on the performance of the candidate in the organization during internship period appropriate grade for 8 Credits will be given by the organization concerned.
2. Project report shall be evaluated by the guiding teacher in the department for 4 Credits and based on the quality of the report appropriate grade shall be awarded.
3. Project report shall be evaluated by the external examiner for 2 Credits and appropriate grade shall be awarded based on quality of the report.
4. Seminar presentation shall be evaluated by external examiners which shall carry 2 Credits. Based on the performance of the candidate in seminar presentation appropriate grade shall be awarded.

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<tr>
<th>Code No.</th>
<th>Paper</th>
<th>Teaching Hours per Week</th>
<th>Credits</th>
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<tbody>
<tr>
<td>401</td>
<td>Corporate Internship</td>
<td>08</td>
<td>08</td>
</tr>
<tr>
<td>402</td>
<td>Project Report &amp; Student seminars</td>
<td>08</td>
<td>08</td>
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