



Institute of Management Sciences

University of Lucknow

Restructured & Revised Course Structure

2 Years full-time Masters Degree Program in
Management

MBA (Finance & Control)

(To be effective from the session 2020-2021)

Preamble

The reorganization and revision curriculum for the Institute of Management Sciences (IMS) has been developed keeping in view the needs of the current industry in terms of skill sets being sought in new business environments. It also seeks to align program structure and curriculum with student aspirations and corporate expectations.

A regular review of the Choice Based Credit System will help students to grow with their career dimensions and develop better understanding for the requisite industry aspirations. The course restructuring deals with PG program 1st and 2nd year comprising of four semesters. The course redesign will surely motivate students to be successful managers as well as guide to become a successful entrepreneur.

Need for Revision and Restructure

- The Current Scenario Changing global facets of businesses and economies
- Dynamism in industry practices and evolution of technology
- Emergence of new businesses and business practices
- Thrust on Application oriented and experiential learning
- Expectations of Key stakeholders viz. students, industry and academician

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Programme Objectives

- To enable the students to be aware about global business environment, trends and practices.
- To provide in depth understanding of all core areas- finance and control, human resource and industrial relations, marketing, international business, information technology etc.
- To enable students, understand the applications of basic management concepts in the areas of corporate management, human resource practices, financial management, international business practices and marketing.

Programme Outcomes:

- Develop an ability to apply skills acquired in problem solving and management of business activities through specialized courses.
- Demonstrate ethical values, team work spirit, leadership managerial skills, future visions and leadership.
- Integrate the innovative thought processes in analyzing the risk return trade off in specific financial decision making.

Programme Specific Outcomes:

- Join organizations with skills required to work as executives.
- Become skilled entrepreneurs and initiate sustainable start-ups.
- Work as management consultants after initial exposure with suitable organizations.
- Work as managers and advisors, trainers and consultants.
- Work as executives in multinational organizations.

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Course Structure

MBA (Finance & Control)

SEMESTER I

Type	Code	Paper Title	Credit	Marks		
				Theory/External	Internal Assessment	total
Core Courses	IMS 101	Principles of Management	4	70	30	100
	IMS 102	Quantitative Techniques for Business	4	70	30	100
	IMS 103	Financial and Management Accounting	4	70	30	100
	IMS 104	Marketing Management	4	70	30	100
	IMS 105	Human Resource Management	4	70	30	100
	IMS 106	Managerial Economics	4	70	30	100
Value added Elective Courses	IMS 111	IT Skills	0	70	30	100
	IMS 112	Managerial Skills				
	IMS 113	Foreign Language				
Total			24	420	180	600

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SEMESTER II

Type	CODE	Paper Title	Credit	Marks		
				Theory/ External	Internal Assessment	Total
Core Courses	IMS 201	Organisational Behaviour	4	70	30	100
	IMS 202	Financial Management	4	70	30	100
	IMS 203	Business Environment	4	70	30	100
	IMS 204	Production and Operations Management	4	70	30	100
	IMS 205	Research Methods for Business	4	70	30	100
	IMS 206	Information Systems management	4	70	30	100
Value Added Course	IMS 211	Business Ethics and Corporate Governance	4	70	30	100
			28	490	210	700

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SEMESTER IV

SL	PAPER TYPE	CODE	PAPER TITLE	CREDIT	MARKS	
					THEORY/ EXTERNAL	INTERNAL ASSESSMENT
1	Core	IMS 401	Strategic Management/MOOCs	4	70	30
2		IMS 402	Dissertation	4	70	30
3	Specialisation Area Elective (Choose any three)	FSE 401	Merchant Banking and Financial Services	3X4 = 12	3X70 = 210	3X30 = 90
		FSE 402	Micro Finance and Social Banking			
		FSE 403	Behavioural Finance			
		FSE 404	Financial Derivatives			
		FSE 405	Corporate Valuation and Mergers			
		FSE 406	International Financial Management			
			TOTAL	20	350	150

SEM	I	II	III	IV	TOTAL
CREDITS	24	28	24	20	96

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Detailed Course Outline

SEMESTER I

IMS 101: PRINCIPLES OF MANAGEMENT

Course Objective: The objective of this course is to introduce the students to the intricacies of management. It elaborates on the various theories, principles, skills, functions and significance of management in today's global era.

Competency Outcome: Students incorporate managerial knowledge and skills after attending this course. They develop the competencies to implement these in the real business world.

Unit I

Management: Concept, Nature & Importance; Managerial Roles & Skills; Levels of Management; Principles of Management; Management Process. Classical theories-Taylor Scientific Management, Fayol's Administrative Management, Bureaucracy. Neo classical theories-Hawthorne Experiment & Human relations Approach; System approach; Social System Approach; Decision Theory Approach; Behavior Science Approach; Contingency theory; McKinsey-7-S theory; Quantitative Approach.

Unit II

Nature, Scope, Objectives and Significance of Planning; Types of Planning; Process of Planning; Barriers to Effective Planning; Planning Premises and Forecasting; Decision Making - Conditions of Certainty, Risk and Uncertainty, Bounded rationality (Herbert Simon); Management By Objective; Management Information System.

Unit III

Concept of Organizing; Organization Theories; Formal & Informal Organizations; Forms of Formal Organizational Structure; Departmentation; Span of Management; Authority, Responsibility and Accountability; Power; Delegation, Centralization & Decentralization.

UNIT IV

Concepts and significance of Staffing, Direction & Supervision. Types & importance of Control; Techniques of control; Management by Exception; Co-ordination: Essence of management; Coordination Vs. Co-operation; Types of coordination; Techniques of coordination.

UNIT V

Forms of Business Organizations; Company and its various forms; Formation of a company; Memorandum of Association; Articles of Association; Prospectus; Shares and Share Capital; Promoters, Trusts & Societies; Issues of Consumer Protection.

References:

- Stoner, Freeman & Gilbert Jr (2011); *Principle & Practice of Management in Business*; Prentice Hall of India; 6th Edition.
- Koontz H., Weihrich H. (2009) ; *Principles of Management*; Tata Mc Graw Hill; 8th Edition.
- Robbins, Decenzo David & Coulter (2012); *Fundamental of Management*; Prentice Hall of India; 8th Edition.
- Williams C (2009) *Principles of Management*; South-Western/Cengage Learning; 5th Edition.
- Weihrich Heinz and Koontz Harold (2013); *Management: A Global, Innovative, and Entrepreneurial Perspective*; Mc Graw Hill; 14th Edition.
- Andrew Leigh (2012); *The Essentials of Management: Everything you need to succeed as a new manager*; Pearson UK; 2nd Edition.

IMS 102 QUANTITATIVE TECHNIQUES FOR BUSINESS

Course Objective: The objective of this course is to acquaint the students with various statistical tools and techniques used in business decision making.

Specific Learning Outcomes: On completion of this course, the students will be able to understand various quantitative statistical methods. Understand data and draw inference from data, Calculate and interpret statistical values by using statistical tool & demonstrate an ability to apply various statistical tools to solve business problems.

Unit-I

Introduction to Statistics: Basic concepts, Classification & Tabulation, Data measurement, Uses of Statistics in business. Descriptive Statistics: Measure of Central Tendency - Mean, Median, Mode, Percentiles, Quartiles.

Unit-II Measures of Variation: Range, Inter-quartile range, Mean Absolute Deviation, Variance and Standard deviation. Measures of Association Correlation: Methods of Correlation study - Karl Pearson's coefficient of correlation, Rank correlation.

Unit-III Simple Regression Analysis: Introduction to regression analysis, regression lines, Coefficient of Determination & Estimation, Develop Trend line Probability: Introduction, Methods of assigning probabilities, Structure of probability, Joint and Conditional probabilities, Addition and Multiplication Laws, Baye's Theorem.

Unit-IV Analysis of Categorical Data: Chi-Square- Test of Independence, Test of Goodness of Fit. Probability Distributions: Discrete Distributions –Binomial Distribution, Poisson Distribution, Continuous Distributions - Normal Distribution

Unit-V

Introduction to Matrices: Types of Matrices, Matrix Operations-Addition, Subtraction & Multiplication of Matrices, Adjoint and Inverse of a Matrix, Solving Linear Equations using Matrix Method, Business Applications of Matrices.

References:

- *Levin & Rubins, (2017) Statistics for Business, Prentice Hall of India, 8th Edition, N.Delhi.*
- *Bhardwaj, R.S. (2009) Business Statistics, Excel Books, 2nd edition.*
- *Gupta, S.C. & Kapoor VK, (2002) Fundamentals of Mathematical Statistics, Sultan Chand & Sons Reprint Edition.*
- *Arulmozhi, G. and Muthulakshmi, S. (2009), Statistics for Management, The McGraw-Hill Education, ISBN: 9780070153684.*
- *Medhi, J. (2013), Statistical Methods-An Introductory Text, New Age International Publishers, ISBN: 978-81-224-1957-3.*

IMS 103 FINANCIAL AND MANAGEMENT ACCOUNTING

Course Objective: The basic objective of this course is to enable the students to learn, explain and integrate the fundamental concepts, principles and techniques of accounting.

Learning Outcomes: Successful Application of financial and accounting information for planning decision-making and control in real business situations

Unit I

Introduction to Accounting -Basic Concepts, Purpose, Importance, Scope and Limitations of Accounting Users of Accounting, Information, Generally Accepted Accounting Principles (GAAP) and Accounting Standards (AS), International Financial Reporting Standards (IFRS) –need and significance. Ethical Dimensions in Reporting of Accounting Information.

Unit II

Financial Statements Preparation and Analysis- Preparation of Income Statements and Balance Sheet, Contents of Corporate Annual Reports, Financial Statement Analysis – Ratio Analysis, Trend Analysis.

Unit III

Preparation of Cash Flow Statement, Direct Method-Cash Flow from Operating, Investing and Financing Activities; Indirect Method of Preparing Cash Flow Statement Reconciliation of Net Income to Net Cash Provided by Operations,

Unit IV

Costing Techniques- Introduction to Costs and Costs Behaviour, Absorption and marginal costing, Applications of marginal costing techniques in managerial decision making.

Unit V Accounting for Planning and Control- Budgets and Budgetary Control, Various Types of Operating Budgets, and Financial Budgets, Flexible Budgeting, Rolling Budget and Zero Based Budgeting Variance Analysis, Management Control System and Responsibility Accounting.

Suggested Books

- *Khan, M. Y., & Jain, P. K. (2006). Management Accounting, McGraw-Hill Education, 4th Edition.*
- *Ananthanayanan, P.S. (2014). Management Accounting, Oxford Publication.*
- *Larson, Kermit D., & Miller, Paul B. W. (1994) Financial Accounting, McGraw-Hill Education*
- *Narayanaswamy, R. (2014). Financial Accounting: A Managerial Perspective, Prentice Hall India, 6th Edition.*
- *Maheshwari, S.N., Maheshwari, S.K. & Maheshwari, S.K. (2018), Financial Accounting, Vikas Publishing, 6th Edition.*

IMS 104 MARKETING MANAGEMENT

Course Objective: The course seeks to familiarize the students with marketing principles and theories and develop an understanding of their practical applications in the contemporary business environment. The students would understand that companies are now customer-and-market driven. Segmentation, targeting and positioning are the basic fundamentals involved in value creation, delivery and promotion.

Learning Outcomes: The students will grasp how the concept of marketing is changing with times and companies are developing newer forms of communication as well as strategies to leverage on their understanding of customers.

Unit I:

Meaning, Scope, Nature, Importance, Recent Trends & Challenges in Marketing, Core Concepts of Marketing, Company's Orientations towards the Marketplace, Concept of Value, Value Creation and Delivery.

Unit II:

Marketing Plan and Strategy, Ansoff Market Expansion Grid, BCG Matrix, Role of Technology in Marketing, Environmental Variables of Marketing, Market Segmentation, Bases for Segmentation, Market Targeting, Developing and Communicating Positioning Strategy.

Unit III:

Consumer and Business Markets, Product Classification, Product life cycle – stages and strategies, Product Differentiation, Developing Pricing Strategies and Programs, Adapting the Price, Pricing techniques for Promotion, Responding to Price Changes.

Unit IV:

Dealing with Competition, Role of Marketing Channels, Channel levels, Channel Design Decision and Managing Channel Conflict.

Unit V:

Characteristics of Marketing Communication Mix, Integrated Marketing Communication, Macro Models of Communication, Micro Models of Consumer Response, Communication Objectives, Personal and Non-Personal Communication Channels, New Forms of

Communication (viral marketing, experiential marketing), Marketing Control, Emerging trends in marketing.

References:

- Kotler, P., & Keller, K., Koshi, A. & Jha, (2012) *M. Marketing Management: South Asian Perspective (14th ed.)*. Pearson.
- Rama0swamy, V.S., & Namakumari, S. (2018), *Marketing Management: Global Perspective Indian Context (6th ed.)*. Sage Pub.
- Grewal, D., Levy, (2016) *M. Marketing (5th ed.)*. Mc Graw Hill
- Saxena, Rajan. (2009) *Marketing Management (6th ed.)*. Mc Graw Hill
- Dutta, Debraj & Dutta, Mahua, (2011) *Marketing Management. 2nd Edition*, Vrinda Publication.
- Kamal Y. (2020), *Marketing Management, NRBC, 1st Edition*.

IMS 105 HUMAN RESOURCE MANAGEMENT

Objective: To develop student competency on theories and practices dealing with factors influencing people at workplace. It teaches the basic techniques of how an organization acquires, rewards, motivates, and manages its people effectively.

Learning outcomes: On completion of the course the student should be able to understand the importance of human resources (HR) in organization, link organization strategy with human resource practices in an organization, learn the techniques of HR practices and its implementation aspects to motivate employees for performance and their retention and to learn the implementation of HR practices thorough discussion of real examples with case studies.

Unit I:

Introduction to Human Resource Management (HRM), Evolution of HRM, Trends shaping HRM, Strategic Human Resource Management, HRM Models-Harvard model, Guest model, Ulrich's HR model, AMO framework, Line and Staff aspects of HRM.

Unit II:

Job Analysis- process and methods, Job Description, Job Specification, Human Resource Planning and Forecasting, Employee Recruitment- Sources, Application Forms, Employee Selection- Types of Tests, Management Assessment Centers, Types of Interviews, Placement.

Unit III:

Employee Orientation- Purpose, Process, Training Process- Analysing the training need & designing the training program, implementation and evaluation of training program, Management Development Programs, Employer Life-cycle Career Management- Promotion, Transfers, Retirements, Career Planning, Talent Management.

Unit IV: Concept of Performance Management and Appraisal, Techniques for Appraising Performance, Appraisal related Problems, Appraisal Interview, Succession Planning Factors in determining pay rates, Process of establishing Pay rates- Salary survey, Job Evaluation, Pricing Managerial and Professional Jobs, Competency-Based Pay, Variable Pay, Employee Incentives, Benefits.

Unit V: Employee Relations: Concept and Types of Employment Relationship, Industrial relations, Collective bargaining, Psychological Contract, Ethical behaviour at work, Employee well-being.

References:

- *Dessler, G. & Varkkey, B. (2015); Human Resource Management; New Delhi: Pearson; 14th Edition.*
- *Armstrong, M. & S. Taylor. (2017); Armstrong's Handbook of Human Resource Management Practice London: Kogan Page; 14th Edition.*
- *Aswathappa, K. (2010); Human Resource and Personnel Management; Tata McGraw-Hill Education; 6th v*
- *Rao, P. S., & Rao, V. S. P. (2009); Personnel and Human Resource Management; Himalaya Publishing House; 5th Edition.*
- *Bernardin, John H. (2012); Human Resource Management; Mc Graw Hill; 6th Edition.*

IMS 106 MANAGERIAL ECONOMICS

Course Objective : The objective of this course is to acquaint the students with insights of Economic Theory as used in managerial decision making. Emphasis is given to changes in the nature of business firms in the context of globalization

Learning Outcomes: Managerial Economics provides the students with the basic tools to fundamentally deal with achieving a set of goals in a situation where resources are limited and choices must involve trade-offs, taking into account the external environment. The course will help the students strengthen the foundations of analytical approach to Managerial decision-making and understand the economic behaviour of several economic agents including a single firm. They will be exposed to the economic underpinnings of consumer behaviour and also understand the production functions facing firms. They should be able to analyse various market structures and the strategic behaviour of firms as regards pricing and output decisions. Students will also learn how the changing Macroeconomic environment impacts the prospects of various businesses.

Unit I

Nature and Scope of Managerial Economics, Demand-Supply Framework, Elasticity types and applications, Demand Forecasting, Marginal Analysis and Optimization.

Unit II

Analysis of Production Function, Theory of Cost, Law of Variable Proportion, Laws of Returns to Scale, Economies of Scope, Optimal Combination of Inputs,

Unit III

Managerial Theories and Goal(s) of a Firm; Information Economics and its Business Applications, Environmental Economics.

Unit IV

Market Structures and Strategic Behavior of Firms, Pricing and out-put strategies in different Market Structures , Price Discrimination , Game Theory Applications.

Unit V

National Income Analysis, Theories of Inflation and Deflation, Theories of Business Cycles and Stabilisation Policies, Monetary Policy, Fiscal Policy and the Budget.

References:

- *Thomas & Maurice (2016); Managerial Economics; McGraw-Hill. 8th Edition.*
- *Salvatore & Rastogi (2016); Managerial Economics: Principles & Worldwide Applications; Oxford University Press, 8th Edition.*
- *J.V. Vaishampayam (2008); Managerial Economics; NRBC, 1st Edition.*
- *A Koutsoyiannis (2003); Modern Microeconomics; Palgrave MacMillan, 2nd Edition.*
- *G S Gupta (2017); Managerial Economics; McGrawHill Education, 2nd Edition.*

IMS 111 IT SKILLS

Course Objective: This course has been designed to impart basic IT skills required for a business executive. It provides students with an overview of the business application software and problem-solving using that software. Topics include computer systems, microcomputer operating systems, word processing, electronic spreadsheets, business graphics, networks, database management, and integrated packages. Industry accepted office software will be used.

Learning Outcomes: Students acquire skills of using end-user software for communication, data transformation, collaboration, and problem-solving. They also acquire understanding of software and hardware components, information structures, basic business processes, information system security, and networks.

Unit I

Computer Systems -An Introduction, Elements of a Computer System, Input, Output and storage devices. Processing and CPUs. Operating system – Basics, functions and types., Concepts of Networking and Data Communication. Basics and Features of Internet. Methods of Accessing the Internet, Handling Graphics and Multimedia,

Unit II

Text processing software: creating and saving a document, previewing and printing a document, editing, proofreading and formatting of documents. Presenting information in columns and tables, using graphics, symbols, diagrams and charts. Creating and modifying table of contents, index, bookmarks, cross references, hyperlinks, foot notes, end notes and bibliography. Crating form letters, e-mail messages and labels. Collaborating using tracking of changes, adding and reviewing comments, comparing and merging documents, password protecting of documents. Creating documents in alternate formats.

Unit III

Presentation software: Creating and managing slides and presentation, entering and editing content on slides, presenting content in tables, inserting, creating and managing graphics, adding sound and animation to slides, reviewing, preparing and delivering presentation, customising and sharing presentations.

Unit IV Spread sheet Software: Creating workbooks, working with data and tables, formatting and changing workbook appearance, managing and hiding worksheet data,

ordering and summarising data, combining data from multiple sources, creating charts and graphs.

Unit V

Performing calculations using Formulas and Functions, analysing alternate data sets, creating dynamic worksheets, printing worksheets and charts. Automating repetitive tasks, using workbooks for collaborative working. Performing business intelligence analysis.

References:

- Peter Norton, (2008), *Introduction to computers, 9th reprint Edi. (Tata Mcgraw Hill)*
- Leon Alexis, *Introduction to computers 1st edition, (Vikas Publishing), ISBN: 9788182092341*
- Saxena S.& Chopra P. (2006) *Computer Application in Management, Vikas Publication*
- Gupta Vikas, (2008) *14 in one computer course kit, Dreamtech Publication*
- Tannenbaum, (2013) *computer networks, 5e, PHI publication*

IMS 112 MANAGERIAL SKILLS

Course Objective: The objective of the course is enabling students to learn about oneself, relationships, communication and the presentation skill requirements to be an effective manager and an impactful leader in any organization.

Learning Outcomes: After completion of the course, the student shall be able to demonstrate and apply soft skills required in an organization, understand the value of developing soft skills for personal and professional growth, an excellent team manager for organisations, develop expertise in drafting letters, mails, agendas, memos, etc. and learn the value of people and time in any organisation.

Unit I

Self-Management Skills – Understanding of Self-evaluation, Self-discipline, Selfcriticism, self-awareness, Goal setting, writing an action plan, support facilities for action plans, significance of feelings and emotions with performance Problem Solving skills – Concept, identifying and managing risks, critical thinking, convergent & divergent thinking, Six Hat Thinking

Unit II

Communication and Facilitating Skills – Art of listening, questioning, probing, art of formal writing, art of public speaking, art of writing e-mails, e-mail etiquettes, telephonic etiquettes, KISS principle. Art of Negotiation – Concept, need for successful negotiations, negotiation process, power of language and non-verbal communication in negotiation.

Unit III

Corporate Skills – Concept of body language, practicing etiquette and mannerism, Presentation skills Time management - Concept and significance, punctuality, attendance, prioritizing, procrastination. Conducting meetings – Basics of why, when, where and how, developing agenda, stimulating discussion and evaluation of meeting.

Unit IV

Leadership skills – Influencing, coaching, delegating, empowerment, team player, leadership traits. Team Building & Co-ordination – Nature & concept of team, group dynamics, groups vs teams, personal and professional goals of members, effective team building process .

Unit V

Self-Marketing skills – Designing the resume/CV, interview skills, Group Discussion skills, career planning, Emotional intelligence & Social intelligence, Stress management.

References:

- *Mitra K. Barun, (2016) Personality development and Soft Skills, 2e Oxford University Press*
- *Bhatnagar Nitin, (2012) Effective Communication and Soft Skills, Pearson Education, India*
- *Klaus Peggy, (2020) The Hard Truth about Soft Skills. Kindle Edition*
- *Mackenzie R. Alec. (2009), The Time Trap, 3rd edition.*
- *S.J. Mcgrath E.H., (2011) Basic Managerial Skills For All, PHI.*

IMS 113 FOREIGN LANGUAGE

SEMESTER II

IMS 201 ORGANISATIONAL BEHAVIOUR

Course Objective: The objective of this paper is to help the students understand how individuals, groups and structure interact to influence behaviour of people working in an organization.

Learning Outcomes: Students are expected to develop an understanding of their own perceptions, attitudes and behaviours as well as of those expected from an OB Manager. They are expected to develop comprehensive understanding of interplay among human nature, group dynamics, technology and organizational environment and its implications on organizational performance.

Unit I

Introduction to OB: Meaning and Nature of Organisational Behaviour, OB as an Interdisciplinary Subject, Significance of OB for Managers, OB as an Open System, Robbin's Model of OB, Changing Context, Challenges for an OB Manager.

Unit II

Perception: Meaning, Significance of Perception for Understanding Human Behaviour, Factors Influencing Perception, Attribution Theory. Attitude: Meaning, Concept, Significance of attitude for Understanding Human Behaviour, Values and attitude, Attitude formation, Measurement of Attitude, Cognitive Dissonance theory, Attitude Change, Learning: Concept, Learning Theories: Classical, Operant, Social, Learning, OB Modification, Steps in OB Modification Process.

Unit III

Motivation: Motivation and Goal Directed Nature of Human Behaviour, Process, Theories of Motivation, Maslow's Need Hierarchy, Herzberg's Two Factor Theory, Theory X, Y and Z, Work Redesign for Creating Motivating Job, Applications of Motivation. Meaning, Functions and Types of Group, Reasons for Joining Group, Stages of Group Development, Characteristics, Advantages, and Disadvantages of Informal Groups.

Unit IV

Concept of Group Dynamics, Group Norms, Group Cohesiveness, Group Shift and Group Decision Making Techniques, Conflict, Dysfunctional Groups, Groups vs. Team, Types of Team, Concept of Leadership, Fiedler's Contingency Model, Hershey and Blanchard's Model, Transactional and Transformation Leadership.

Unit V

Organizational Conflict: Reasons, Consequences and Handling. Organisational Culture: Concept, Forming, Sustaining and Changing a Culture, OCTAPACE Model, Hofstede Model, Organisational Change: Forces of Change, Resistance to Change, Change Model-Lewin's model. Case Studies: Some cases of real business world to supplement learning from the course.

References:

- *Robbins, Judge, and Vohra (2013); Organizational Behavior; Prentice Hall Inc.; 15th Edition.*
- *Fred, Luthans (2005); Organisational Behavior; UK: McGraw Hill; 10th Edition.*
- *G, Moorhead & Griffith. (2007). Organizational Behavior. Houghton Muffin Co.*
- *Newstrom J (2007); OB: Human Behaviour at Work. McGraw Hill Inc.; 12th Edition.*
- *Pareek Udai (2016); Understanding Organizational Behaviour; Oxford University Press; 4th Edition.*
- *Rao, V.S.P. (2009); Organisation Behaviour; Excel Book.*

IMS 202: FINANCIAL MANAGEMENT

Course Objective: The objective of this course is to provide the basic understanding of corporate financial concepts. To enable the students synthesize and explain the corporate financial functions and decision making dynamics in the broad framework of a financial system.

Learning Outcome: To demonstrate the application of the course concepts in capital structure and project investment decisions. To demonstrate the application of financial understanding in varying situations of risk return analysis, cash, credit and inventory management.

Unit I

Nature of Financial Management: Scope and objectives of finance, role and functions of finance manager, risk-return trade off, shareholders' wealth maximization, agency problem, General awareness of financial environment-financial instruments, regulation and markets.

Unit II

Investment Decisions: Analysis of Capital budgeting decisions, application of discounted and non-discounted techniques in capital budgeting, time value of money, capital rationing, risk analysis in capital budgeting.

Unit III

Financing Decisions: Cost of Capital and Dividend Decision: Optimum capital structure, financial and operating leverages, sources of long-Term Finance, cost of capital-components' costs and Combined Cost (WACC), capital structure theories.

Unit IV

Dividend theories, Irrelevance of dividend, MM Hypothesis, relevance of dividend and Walter's model, dividend policy determinants, share repurchase or buyback, Issue of bonus share and its implications,

Unit V

Working Capital Management: Principles of working capital management, Accounts Receivable management, Inventory management and Cash management, factors influencing working capital requirement, computation of working capital required in business firm.

Suggested Books

- *Gitman, Lawrence J., & Chad J. Zutter (2017). Principles of Managerial Finance, Pearson Publication, 13th Edition*
- *Van Horne, James C, & Dhamija, Sanjay (2011), Financial Management and Policy, Pearson Publication*

- *Rustagi, R.P. (2019), Fundamentals of Financial Management, Taxman's 14th Edition*
- *Kishore, Ravi M (2016). Financial Management, Taxman's, 8th Edition.*
- *Khan, M.Y., & Jain, P.K. (2018). Financial Management: Text, Problems and Cases, Mc Graw Hill Publication, 8th Edition*

IMS 203 BUSINESS ENVIRONMENT

Course Objective: To help students develop an appreciation of the evolution of the global economy and of current topical debates surrounding 'globalization' and a range of associated issues. Provide background knowledge of the institutional, economic, political, cultural and technological environments that constitute today's global business environment. Provide a strong foundation to students of basic economic theory underlying the importance of the transnational corporation, of international trade, and of competitiveness.

Learning Outcomes: Aims to equip the students with an analytical framework to scan the national and global business environment. Provide students a framework to calculate the implications of their business decisions on different segments of the economy.

Unit I

Concept of Business Environment, Nature and Factors in Business Environment, Role of Planning in a Market Economy, India's Growth Experience, Performance & Challenges, Unemployment & Employment, Population Change, and Economic Environment, Agricultural Growth, Performance & Policies, Industrial Growth & Policies.

Unit II

Economic role of Government; Contemporary Economic Reforms, Role of Industry in Economic Development, Stock Exchange of India, Role of Regulatory Institutions in Indian financial system— RBI and SEBI, Balance of Payment, Poverty and its implications.

Unit III

Global Business Environment— Political, Economic, Social, Cultural, Legal, Technological, Theories of International Trade; Adam Smith, Ricardo and Ohlin & Heckscher, Global Monetary System, Indian Economy and GATT, WTO,

Unit IV

International Financial Markets; Bilateral, Multilateral Agencies, International Banks, International Securities Market, Rise of New Economies like BRICS and ASEAN Countries.

UNIT V

Emerging issues, Regional Economic Integration, European Union. Corporate Social Responsibility; Environmental and Sustainability issues in Development.

References: -

- *Kapila U. (2017); Indian Economy: Performance & Policies; Academic Foundation, 17th Edition.*
- *Cherunilum F. (2017); Business Environment; Himalaya Publishing House, 4th Edition.*
- *B.N. Ghosh (2014); Business Environment; Oxford University Press 1st Edition.*
- *Rao P.S. (2013); International Business; Himalaya Publishing House 1st Edition.*

- *John D. D. (2010); International Business Environment and Operations; Pearson Education, 12th Edition.*

IMS 204 PRODUCTION AND OPERATIONS MANAGEMENT

Course Objective: The objective of this subject is to introduce the students with the intricacies of Operations Management. The course discusses the importance of planning, organizing and controlling aspects in Operations Management. It also elaborates on the significance of Quality Management in the organizations.

Learning Outcomes: Students will be able to formulate and evaluate Operational decisions in any organization – Production based and/or Service Based.

Unit I

Introduction to Operations Management; Historical Evolution; Strategic role of Operations; Systems view of Operations Management; Functions of Operations manager; Recent Trends; Designing Products; Services and Processes; Flexible Manufacturing System.

UNIT II

Facility Location Planning; Facility Layout Planning; Job Design; Work Study; Work Measurement; Method Study; Financial Analysis of Operating Plans; Ergonomics; Environmental Consideration – Green manufacturing; Ethical issues in OM.

UNIT III

Production Planning & Control, Master Scheduling; Aggregate Planning; Rough Cut Capacity Planning; Gantt Charts & Sequencing. Just in Time (JIT); Lean Production System; Total Productive Maintenance (TPM).

UNIT IV Fundamentals of Inventory Management; Inventory Control Techniques; Material Requirement Planning (MRP); Manufacturing Resource Planning (MRP II); Enterprise Resource Planning; Project Management – PERT/CPM.

UNIT V Introduction to Quality Management; TQM; Contributions of Quality Gurus - Demings, Juran, Philip Crossby & Ishikawa; Techniques of Quality Control; ISO 9000 & ISO 14000; Statistical Process Control; Quality Circles; Kaizen; Six Sigma Approach; 7 QC tools; Service Quality & Service Quality Management

References:

- *Heizer and Render, (2010) Operations Management, 10th edition, Prentice Hall.*
- *Ashwathappa K & Bhat K. Shridhara (2019) - Production & operation Management, 2nd Edition, Himalaya Publication.*
- *S N Chary (2019) Production and Operations Management, 6th Edition, Tata McGraw Hill.*
- *William J Stevenson (2018) Operations Management, McGraw Hill, 13th edition.*
- *Adam Jr Everetl E. & Ebert R J, (1992) Production and Operations Management, 5th Edition, Prentice-Hall.*
- *Dilworth James B (1996) Operations Management, 2nd edition, Mc Graw Hill.*

IMS 205 RESEARCH METHODS FOR BUSINESS

Course Objective: The objective of this paper is to impart knowledge about various stages of the research processes and their application in decision making.

Learning Outcomes: Develop understanding on various kinds of research, objectives of doing research, research process, research designs and sampling. Have basic knowledge on qualitative research techniques, and adequate knowledge on measurement & scaling techniques as well as the quantitative data analysis. Basic awareness of data analysis-and hypothesis testing procedures

Unit I

Concept, Objectives and Significance of Research, Research Process, Research Design: Exploratory Research Design, Descriptive Research Designs- Cross-sectional & Longitudinal, Experimental Design: Pre-Experimental, Quasi Experimental, True Experimental & Statistical Design.

Unit II

Measurement and Scaling: Primary Level of Measurement- Nominal, Ordinal, Interval, Ratio, Comparative and Non-competitive Scaling Techniques, Questionnaire Design, Sampling- Sampling Process, Sampling Techniques-Probability and Non-Probability Sampling, Sample Size Decision.

Unit III

Data Collection: Primary & Secondary Data; Survey Method of Data Collection, Classification of Observation Method; Fieldwork and Data Preparation. Hypothesis: Null Hypothesis & Alternative Hypothesis; Type-I & Type-II Errors; Hypothesis Testing: T-Test, ANOVA, Concepts of Multivariate Techniques-Multiple Regression Analysis, Discriminant Analysis etc.

Unit IV

Qualitative Research: Data Collection of Qualitative Research- Interviews, Observation & Documents, Qualitative Research Procedure: Focus Group Interview, Online Focus Group, Depth Interview, Projective Techniques, Other Methods of Qualitative Research: Narrative, Phenomenological, Grounded Theory, Ethnography & Case Study Method.

Unit V

Meaning, Types and Layout of Research Report; Steps in Report Writing, Tabular & Graphical Presentation of Data, Citations, Bibliography and Annexure in Report, Avoid Plagiarism; Use of Statistical Software to Analysis the Data.

References:

- Satyabhushan D., Malhotra NK.,(2015) *Marketing Research: An Applied Orientation*,7th Edition, Pearson publisher.
- Bajpai N., (2011) *Business Research Methods*., Pearson publisher.
- Cooper & Schindler (2015) *Business Research Methods*,12th Edition, Mcgraw-Hill.
- Green, Tull&Albaum (2010) *Research for Marketing Decisions*,5th Edition, PHI Pvt. Ltd, New Delhi.
- Leveine ,Khrehbiel& Berenson (2013) *Business Statistics*,6th Edition, Pearson Education.
- Luck D. & Rubin D. (2006) *Marketing Research*, 7th edition, PHI, New Delhi.

IMS 206: INFORMATION SYSTEMS MANAGEMENT

Course Objective: For an organization to thrive in today's increasingly rapid pace of change in environment, managers and functional specialists in all areas must perform their jobs effectively, efficiently, and ethically. Information technology provides the tools that enable all organizational personnel to solve increasingly complex problems and to capitalize on opportunities that contribute to the success of the organization. This course provides students with solid grounding in business uses of information technology in a rapidly changing environment, and to understand critical issues surrounding the use of IT in organizations.

Learning Outcomes: Students will be able to understand and articulate fundamental concepts of information systems management. Apply IT to solve common business problems. Plan and implement effective IT solutions to business problems. Apply the ethical aspects of information technology use in the organization.

Unit I

Information Systems: Concept & Technologies, Role of information Systems in Business. Influence of Information Systems in Transforming Businesses. Global EBusinesses and Collaborations, Strategic roles of Information Systems. Behavioural, Technical and Socio-technical approaches. Enhancing Business Processes through Information Systems. Types of Business Information Systems. TPS, MIS, DSS and EIS. Organising the Information Systems function in Business. Ethical and Social issues of Information Systems.

Unit II

Using Information Systems to Achieve Competitive Advantage: Porter's Competitive Forces Model and The Business Value Chain Model. Aligning Information Systems with Business. Decision Making and Information Systems: Types of Decisions and the Decision-Making Process, Business Value of Improved Decision Making. Decision Support for Operational, Middle and Senior Management. Concepts of Database and Database Management System.

Unit III

Functional Information Systems: Marketing, Human Resource, Financial and Operational Information Systems. Cross Functional Information Systems, Enterprise Systems. Supply Chain Management Systems. Customer Relationship Management Systems. Business Value of Enterprise applications and challenges in Implementing.

Unit IV

E-Commerce: Fundamentals and Concepts: Digital Markets and Digital Goods. Types of E-commerce and E-commerce Business Models. B2B E-Commerce: New Efficiencies and Relationships. Concept of Mobile E-Commerce. Security and Control of Information Systems.

Unit IV

Knowledge: Concepts and Dimensions, Tacit and Explicit Knowledge, Knowledge Management Systems, Content Management Systems, Collaboration Tools and Learning Management Systems, Knowledge Work Systems.

Unit V

Implementing Information Systems as Planned Organisational Change. Business Process Reengineering. Systems Analysis and Systems Design. Modelling and Designing Systems: Structured and Object-Oriented Methodologies, Traditional Systems Life Cycle, Prototyping, End-User Development, Application Software Packages and Outsourcing. Implementing Information Systems. Introduction to Change Management.

References:-

- *Laudon Kenneth C. and Laudon Jane P.,(2018), Management Information Systems Managing the Digital Firm by : Pearson Publication, 15e*
- *James A O'Brien, Behl Ramesh, George M.Marakas, (2019), Management Information Systems, McGraw Hill*
- *Jawadekar Waman S., (2013) Management Information Systems A Global Digital Enterprise Perspective; McGraw Hill*
- *Dr.S.Shajahan, R.Priyadharshini, (2004) Management Information Systems, New Age International Publishers*
- *Boris Shishkov,(2020) Designing Enterprise Information Systems, Springer Publication,, ISBN 978-3-030-22441-7*

IMS 211: BUSINESS ETHICS & CORPORATE GOVERNANCE

Course Objectives: The objective of this course is to study the major concepts, principles & theories of business ethics, corporate governance, corporate social responsibility and sustainability in today's business world.

Competency Outcome: Students will be able to incorporate importance of ethics in business world today and it will help them take ethical decisions in the organization. They will have a better understanding of CSR, Corporate Governance and Sustainability issues faced by the organizations.

Unit I

Introduction

Opening Case: Subprime lending

Concept of Business Ethics, Elements of Business Ethics, History and development of Business Ethics, Can Ethics be taught?, Bad Apple Theory, Why Ethics matters in Business? Ethics and Law, Ethical Behavior, Relationship between Business and Ethics: Unitarian View of Ethics, Separatist View of Ethics, Integration View of Ethics, Why be ethical in business? Who cares?, Pressure Points for Ethical Behaviour.

Emerging Ethical Issues and Dilemmas in Business- Lying, Bullying, Discrimination, Sexual Harassment, Fraud, Corporate Espionage, Insider Trading, Environmental Issues, Sexual Harassment, Misuse of Organizational resources, Privacy Concerns, Employee Theft, Conflict of Interest etc. ;

Ethical issues related to Marketing, Ethical issues related to Finance, Ethical issues related to HR, Ethical issues related to IT, Ethics of Net neutrality, Ethical dimensions of artificial intelligence. Ethical Issues in Capitalism, Socialism and Communism,

Closing Case Study: Bhopal Gas tragedy

Unit II
Business Ethics Philosophies

Opening Case: Turing Pharmaceutical price hike controversy

Institutionalization of Business Ethics in India

Environment Laws, Antitrust Laws, Consumer Protection Laws, Investor Protection, Intellectual Property Right Laws, Corruption Prevention Laws, and Laws Promoting Equity and Safety at Workplaces.

Traditional and Contemporary Moral Philosophies

Teleology: Egoism, Utilitarianism, Deontology: Categorical Imperative of Kant, Hypothetical Imperative, Divine Command Theory, Machiavellian Theory, Darwinism, Justice Theory of Rawls', Virtue Theory of Aristotle, Ethical Relativism.

Contemporary Moral Philosophies

Contractarianism, Prisoner's Dilemma, Kohlberg's Cognitive Moral Development Theory and Heinz Dilemma, Feminist care ethics, Integrated Social Contract Theory (ISCT).

Closing Case: Johnson & Johnson Tylenol Crisis

Unit III
Ethical Decision Making: Individual And Organizational Factors

Opening Case: Enron scandal

Individual Ethics Management

Ethical Dilemma; Ethical Decision Making Models- Utility, Rights, Justice and Caring (URJC) Model, Janus Headed Model, Steps for Taking Good Ethical Decision; White Collar Crimes and Reason for its Growth.

Organizational Ethics Management

Organizational Culture and Ethical Climate, Danger Signs of Ethical Risk in Organization, Whistleblowing in Organisations: Tips for whistleblowing and the process of handling whistleblowing in organisations, Discussion of case related to murder of whistle-blowers Satyendra Dubey and Shanmugam Manjunath.

Leadership and Ethics, Leadership and use of power to shape an ethical corporate culture, Use of Developing, Managing and Controlling Good Ethics Program in an Organization, Ethics Audit, Mechanism to Resolve Ethical issues in Organization.

Global Ethics Management: Avoiding, Forcing, Persuasion or education, Infiltration, Negotiation or Compromise, accommodation and Collaboration.

Closing Case:Galleon Group Insider trading fraud.

Unit IV
Corporate Social Responsibility

Opening Case: Merck and River blindness

Definition of CSR, Importance and Limitations of CSR, Identifying and Defining Social Problems, Preventing and Solving Social Problems, Historical Evolution of CSR, Development of CSR in Modern India, Trusteeship Theory of Mahatma Gandhi, Types of CSR: Carroll's Pyramid, Triple Bottom Line and Environmental Sustainability, Cause Related Marketing, CSR Standardization, Developing an Effective CSR Strategy.

Theological Ethics and Philanthropy: Philanthropy in Hinduism, Buddhism, Islam, Christianity, Islam and Sikhism.

Closing Case: The pesticide controversy and its impact upon the CSR strategy of Coca-Cola

Unit V

Corporate Governance: Theories and Models

Opening Case: Punjab National Bank Scam

Definition of Corporate Governance, Importance of Corporate Governance, Principles of Corporate Governance, and Models of Corporate Governance: Anglo-American Model, German Model, Japanese Model, Issues in Corporate Governance. Development of Corporate Governance in US, UK and India.

Theories of Governance: Agency Theory, Shareholder Theory, Stakeholder Theory, Stewardship Theory,

Closing Case: Satyam Scam

Suggested Books

- Linda K. Trevino, Katherine A. Nelson (2017); *Managing Business Ethics: Straight Talk about How to Do It Right*, Wiley Publishing House, 6th Edition
- Kumar, Shailendra, Rai Alok K (2019); *Business Ethics*; Cengage Learning, 1st edition.
- O. C. Ferrell, John Fraedrich, Ferrell (2017); *Business Ethics: Ethical Decision Making & Cases*; Cengage Publishing House
- Thomas Donaldson, Thomas W. Dunfee, (1999); *Ties That Bind: A Social Contracts Approach to Business Ethics*; Harvard Business School Press.
- Norman E. Bowie, (2015); "Business Ethics," in *New Directions in Ethics*, ed. Joseph P. DeMarco and Richard M. Fox, New York: Routledge & Kegan Paul, 2015
- Elkington. John, (1997) *Cannibals with Forks: The Triple Bottom Line of 21st* (Capstone/John Wiley, hardcover, 1997)
- Gandhi M.K. *Trusteeship* (Ahmedabad Navjivan Publishing house, 1960) pp 5.
- Callahan, D. (2004), *The Cheating Culture: Why More Americans are Doing Wrong to Get Ahead* (Harcourt, Inc., Orlando, FL).
- Mallin. Chris A. (2011) ; *Handbook on International Corporate Governance: Country Analyses*; Edward Elgar. pp 421
- Kanungo, R. N., and M. Mendonca (1996); *Ethical dimensions of leadership*, Sage Publications Thousand Oaks, CA.

SEMESTER III

IMS 301 INNOVATION AND ENTREPRENEURSHIP

Course Objective: The course is designed as a broad overview of entrepreneurship, including identifying a winning business opportunity, gathering funding for and launching a business, growing the organization and harvesting the rewards. It is an integrative course—one that combines material introduced to the students in core courses and applies it to the design and implementation of new ventures. The students are expected to have completed courses in Management Principles, Marketing, HRM, Productions & Operations, Economics, Accounting & Finance.

Learning Outcomes:

- Appreciate and develop entrepreneurial attitude and prerequisites for becoming an entrepreneur.
- Demonstrate creativity in identifying opportunities for business venture.
- Distinguish between suitability of alternative forms of business organisations for chosen venture.
- Familiarize with the procedures for establishing a business venture and necessary documentary and regulatory compliances and tax issues.
- Familiarize and identify sources of finance available for the venture.
- Display insights into procedure for and advantages of different IPR's.
- Relate and apply different strategies in support of a venture.
- Develop and display soft skills for managing a team and provide leadership.
- Prepare projected financial statements and ratios for key indicators.
- Prepare a comprehensive business plan.
- Recognize the need for social entrepreneurial opportunity and ways to organise the same through own venture.

Unit I:

Entrepreneurship: Meaning and objective. Entrepreneurship and its role in Economic Development. Entrepreneurial Traits and Mindset. Misconceptions and Myths about Entrepreneurship. Motivation for becoming an Entrepreneur. Entrepreneurship as a Career Option. Entrepreneurial Leadership.

Creativity and Innovation. Bottlenecks to Creativity and innovation. Disruptive Technology and generating commercial value from Innovation; Sources of New Ideas, Techniques for generating Ideas. Accessing Business Potential of an Idea. Idea to Opportunity: Sources of Opportunity, Opportunity Recognition.

Unit II:

Types of New Ventures, Tax implications of various forms of Ventures. Procedures for setting up a Business in India. Entrepreneurship and Intellectual Property Rights (IPR): Patents, Trademarks and Copyrights. Business Plan: Purpose and Contents of a Business Plan. Marketing Plan: Need for Marketing Research, Industry Analysis, Competitor Analysis, Market Segmentation, Target Markets, Market Positioning, Marketing Mix, Marketing Plan and Market Strategy. Operation and Production Plan: Product Design and Specifications.

Unit III:

Types of Production Systems, Location and Layout Decisions, Plant and Technology Choices, Production Planning and Commercialization.

Financial Plan: Assumptions underlying the Financial Statements. Budgeting. Preparation of projected Funds Flow and Cash Flow Statement, Profit and Loss Accounts / Income Statement and Balance Sheet. Key Financial Indicators: Even Analysis, Ratio Analysis, Valuation Methods, Sensitivity analysis. Financing of New Ventures: Stages of Financing, Sources of Finance – Seed Funding, Venture Capital Funding, Bank Funding, Lease Financing. Funding opportunities and Institutional Support in India for New Ventures. Managing Cash and Liquidity, Record Keeping, Performing Due Diligence

UNIT IV:

Launching a New Venture: Preparing Implementation Plan, Raising Resources, Leveraging Intellectual property, Organisation Plan: Team Building for the New Venture, Designing Organisational Structure and Systems Building a Winning Team, Motivating and Inspiring the Team Members, Monitoring the Technological Trends, Pilot Testing, Understanding Markets, Market Strategies and Positioning. Managing Growth: Managerial Issues and Growth Strategies for New Ventures. Revival and Exit: Turnaround Strategies, Liquidation and Exit Strategies for Entrepreneurs.

Unit V:

Introduction to social enterprises, Social entrepreneurship – need, definition, characteristics and models. Social leadership, networks and external relationships, revenue models, Measures of performance of social enterprises, ISO 26000, Local problems and local solutions, Social audit, Issues in management of Social Enterprises.

Reference Books:

- Kumar A (2012); *Entrepreneurship*; Pearson, 3rd Edition.
- Poornima M.CH (2006); *Entrepreneurship Development: Small Business Enterprises*; Pearson, 1st Edition.
- Kumar A., S.C. Poornima, M.K. Abraham, K. Jayashree (2011); *Entrepreneurship Development*; New Age International Publishers, 1st Edition.
- A.Sahay, M. S. Chhikara (2007); *New Vistas of Entrepreneurship: Challenges & Opportunities*; Excel Books, 1st Edition.
- R.K.R. Kummitha (2016); *Social Entrepreneurship: Working towards Greater Inclusiveness*; Sage Publications, 1st Edition.

IMS 311 BUSINESS ANALYTICS

Course Objective: Understand the conceptual foundations of relevant business analytics methodologies. Understand the nature and scope of analytics in business management decisions. Understanding the application of various analytical tools including interpreting the input and communicating the output from these tools and models with their advantages and limitations Understand the application of these analytical tools to assist business decisions. Support Business decisions with analytical, research and managerial skills.

Learning Outcomes: The Students would be able to understand the benefits provided by analytical methods in business management. Manage technical challenges to plan, gather, analyse and interpret research information. Be able to access the appropriateness of analytical methods for different applications. Have gained hands-on analytical application skills utilizing relevant software. Be able to properly interpret and communicate methodological results. Resolve marketing decision problems and make sound business decisions using analytics.

Unit I

Overview of Business Analytics, Analytical Methods and Models, Use of Analytics in Business Practices, Concept of Big Data, Types of Data, Hands on Practice on Data in Excel

Unit II

Concept of Data Visualization, Data visualization and Storytelling Through data, Data Visualization Techniques, Data Visualization Through Advanced Chart, Time Series Data Analysis and forecasting.

Unit III

Data Mining and Management, Data Mining Tools, Data Mining Process, Data Mining Through Social Media, Summarize Marketing Data, Data Reduction methods, Metrics for Business Management, Pricing Analytics.

UNIT IV

Introduction to R and R-Studio software, Data Analysis Through R, Web and Social Media Analytics, Sentiment Analysis, Social Network Analytics, Text Analytics, Hands on practice on Data Analysis using R

UNIT V

Optimization Techniques, Linear Optimization Models, Sensitivity Analysis, Decision Analysis, Decision Analysis without Probabilities, Decision Analysis with Probabilities.

References:

- *Lilien, G. L., Rangaswamy, A., & De Bruyn (2007); Principles of Marketing Engineering; Trafford Publishing, 3rd edition.*
- *Linoff, G. S., & Berry, M. J. (2011); Data mining techniques for marketing, sales, and customer relationship management; John Wiley & Sons, 3rd Edition.*
- *S. Scheps (2011); Business Intelligence; For Dummies; 1 Edition.*
- *E. Siegel & T.H. Davenport (2013); Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die; Wiley, 1st Edition.*
- *Pochiraju, Bhimasankaram, Seshadri & Sridhar (2019); Essentials of Business Analytics; Springer International Publishing, 1st Edition.*

IMS 312 ARTIFICIAL INTELLIGENCE IN BUSINESS

Course Objective: The objective of the course is to give the student a conceptual understanding of how AI works and how is it different from the human mind. It is further sought to enlighten the student on how the traditional business tools and practices will be affected by the AI systems. The important points regarding the challenges and the ethical

dimension are also incorporated. Finally, the future of AI and the interface between consciousness and AI is brought out succinctly.

Learning Outcomes: The conceptual understanding of AI system and its difference with the human mind will help student appreciate the gravity of the implications for the business in the coming decades. Going through the instructions on the utility of AI as business tools the student would stand out as a valuable asset to their future employers. The ethical dimensions involved should also sensitize the students on the challenges involved for value-based business practices. In the frightening and uncertain times of AI era the student should find solace in the infallibility and supremacy of human consciousness and take the AI challenge boldly and positively.

UNIT I

HUMAN VERSUS MACHINE

What matters to a machine; What makes a mind; Looking into the Future; Programs that Write Programs; Four Basic Drives; The Intelligence Explosion; The Point of No Return; The Law of Accelerating Returns; The Singularity; The End of Human Era; The Cyber Ecosystem; Telemigration, Automation and the Transformation; Digitech Impulse.

UNIT II

USING AI TO ATTRACT, PERSUADE, AND RETAIN CUSTOMER

Market Research; Marketplace Segmentation; Raising Awareness; Social Media Engagement; In Real Life; The B2B World; The In-Store Experience; On the Phone; The Onsite Experience—Web Analytics; Merchandising; Closing the Deal; Back to the Beginning; Attribution; Growing Customer Expectations; Retention and Churn; Many Unhappy Returns; Customer Sentiment; Customer Service; Predictive Customer Service; The AI Business Platform

UNIT III

SOLVING THE BUSINESS PROBLEMS

Application of AI: Finance, Manufacturing, Transportation, Energy, Healthcare, Communication, Law, and Defence. One-to-One Marketing; One-to-Many Advertising; The Four Ps; The Customer Journey; Branding; Your Bot Is Your Brand; Marketing Mix Modelling; Econometrics; Customer Lifetime Value

UNIT IV

THE CHALLENGES

Machine Mistakes; Human Mistakes; The Ethics of AI; What Machines Haven't Learned Yet; How to Train a Dragon; The Human Advantage; AI to Leverage Humans; Collaboration at Work; Your Role as Manager; AI for Best Practices.

UNIT V

THE FUTURE

The Path to the Future; Machine-Train Thyself; Intellectual Capacity as a Service; Data as a Competitive Advantage; How Far Will Machines Go; Computing Tomorrow; Consciousness

and AI: What is Consciousness; is Consciousness beyond Science; Experimental clues about Consciousness; Theories of Consciousness; How might AI Consciousness Feel

References:

- James Barrat (2015); *Our Final Invention*; Pan Macmillan India, 1st Edition.
- Garry K & Mig G. (2017); *Deep Thinking: Where Machine Intelligence Ends and Human Creativity Begins*; John Murray Publications, 1st Edition.
- Kamal Y. (2020); *Marketing Management*; NRBC, 1st Edition.
- Jim Sterne, G.A. Poe & Gildan M. (2018); *Artificial Intelligence for Marketing*; Gildan Media- Audible Book, 1st Edition.
- Max Tegmark (2017); *Life 3.0: Being Human in the Age of AI*; Knopf, 1st Edition.

FSE 301 INVESTMENT ANALYSIS& PORTFOLIO MANAGEMENT

Objective: The basic purpose of this course is to develop competencies for analyzing different investment opportunities and construct an optimal portfolio of investments as per risk profile and investment objectives with respect to the various avenues of investment and their management strategies.

Unit I

Investment Environment

Nature and scope of investment decision, Investment vs. speculation, type of investments – commodities, real estate, financial assets and other investment avenues, sources of investment information, introduction to Indian securities market.

Investment Environment: Investment process, Procedure of investment in securities market, Stock Market Indices, Role of SEBI with regard to Secondary Markets, The Role and Functions of Various Players and Agencies in the Secondary Market.

Unit II

Security Valuation and analysis

Equity Valuation and Analysis

valuation of equity & preference shares - different models: dividend discount models – constant growth, two-stage, three phase model, Risk and Return trade off – types and measurement, mean variance criterion, Single Index Model Risk - types and measurement, Fundamental Analysis vs. Technical analysis, Efficient Market Hypothesis & its implications to investors.

Bonds: Characteristics, valuation, risk & return, Bond Price & interest rate relationship, bond duration.

Unit III

Portfolio Construction

Portfolio Management

Nature and Scope, Traditional Vs Modern Portfolio Management, Portfolio Risk and Return – Diversification & Portfolio Risk

Portfolio Construction

Markowitz Theory (mean variance analysis), Portfolio Analysis & Construction- Feasible set and the efficient set of Markowitz drawing the efficient set with two securities, three securities, n securities, effect of risk free lending & borrowing, optimum portfolio for an investor, construction of optimum portfolio under single index model

Unit IV

Portfolio Performance evaluation

CAPM –Theory and model- capital market line, security market line. Multi factor model, Arbitrage pricing theory.

Portfolio Revision & Performance Valuation: Need for revision of portfolio, formula plans, portfolio performance evaluation, risk adjusted measures of portfolio performance evaluations, Fama's performance attribution model, managed portfolio & its performance evaluation

Unit V

Contemporary issues in Portfolio Management

Case studies in analyzing securities and its valuation, practical cases related to portfolio management and its analysis, recent developments

Suggested Books

- Bodie, Z., Kane, A., Marcus, A. J. & Mohanty, P. (2019). *Investments*, McGraw-Hill Education, 11th Edition.
- Chandra, P. (2017). *Investment Analysis and Portfolio Management*, McGraw-Hill Education, 5th Edition.
- Elton, E. J., Gruber, M. J., Brown, S. J. & Goetzmann, W. N. (2010). *Modern Portfolio Theory and Investment Analysis*. USA, John Wiley & Sons, 8th Edition.
- Fischer, D. E. & Jordan, R. J. (2002), *Security Analysis and Portfolio Management*, Pearson Education, 6th Edition.
- Tripathi, Vanita (2019), *Security Analysis and Portfolio Management*, Taxmann Publication

- *England, Holden, C. W (2014). Excel Modeling in Investments, Pearson Education, 5th Edition.*
- *Ranganathan, M. & Madhumathi, R (2011). Investment Analysis and Portfolio Management, Pearson Education, 2nd Edition.*
- *Reilly, F. K., Brown, K. C. & Leeds, S. J (2018). Investment Analysis & Portfolio Management, Cengage Learning, 11th Edition.*
- *Sehgal, S (2005), Asset Pricing in Indian Stock Market, New Century Publications.*

FSE 302 CORPORATE TAX PLANNING

Objectives: To acquaint the students with the taxation policies and practices applicable to companies and formulating strategy for tax planning

Unit I:

Basic concepts of income tax, Tax evasion and tax avoidance; tax planning and tax management, Residential status of a company and incidence of taxation, Corporate tax liability- computation of income under various of heads of income

Unit II

Set off and carry forward of corporate losses, Scope of tax planning for setting of new business, Location of business undertaking, Nature and size of business, Form of business and ownership pattern, Employee remuneration

Unit III

Tax considerations in specific financial and managerial decisions, Lease or own decision, Make or buy decision, Repair/renewal or replacement of an asset, Capital structure decision, Dividend policy and tax considerations

Unit IV

Double taxation relief, Tax provisions regulating transfer pricing, Tax planning relating to amalgamation and merger of companies, Tax planning with reference to sale of scientific research assets

Unit V

Recent amendments in corporate tax laws, filing of returns, cases of corporate tax planning

Suggested Books

- *Singhania, V.K. & Singhania, M. (2019), Corporate tax planning and business tax procedures, Taxmann 23rd Edition*
- *Ahuja, Girish and Gupta. Ravi (2019), corporate tax planning and management by, Bharat Law House, 20th Edition.*
- *Lakhotia R. N. & Lakhotia S. (2017), Corporate Tax Planning Handbook, 32nd Edition, McGraw Hill Education*

- *Agarwal K.K. (2008), Corporate Tax Planning, Atlantic Publishers and Distributors PVT LTD*
- *Agarwal, K.K.,(2008), Direct Tax Planning and Management, Atlantic Publishers and Distributors PVT LTD, 5th Edition.*

FSE 303 PROJECT MANAGEMENT

Objective: The aim is to provide a suitable framework for gaining insight in the process of preparation, appraisal, monitoring and control of a project. The role project management techniques and how to mobilize finance for domestic and international projects shall be highlighted.

Unit I

Basic framework of project

Meaning and importance of a Project, types of projects, project development cycle, the concept of project management, project planning and implementation Corporate Strategy and Resource Allocation, Generation and Screening of Project Ideas -Project identification, Project formulation and preparation – pre-feasibility studies, feasibility studies and Balanced scorecard,

Unit II

Project Preparation

Market and Demand estimation, market survey, demand forecasting techniques, technical feasibility, cost of project, estimation of costs, estimation of fund requirement, sources of funds, project financing in India, loan syndication for projects, tax considerations in project preparation, plans and project planning tips; design project management

Unit III

Project Appraisal

Cost benefit analysis (Cash flow projections), Financial evaluation – discounted and non discounted techniques of capital budgeting techniques, project rating index, critical examination of evaluation techniques,

Economic, commercial, social cost benefit analysis in public and private sectors, investment criteria and choice of techniques, Treatment of risk and uncertainty –types and risk measuring techniques, risk sensitivity analysis, probability approach single as well as multiple projects, allocation of limited capital

Unit IV

Implementation, Monitoring and Control of Projects

Project scheduling, network techniques for resource and cost budgeting and scheduling, project management teams and coordination, forms of project organizations, project review and administrative aspects, Monitoring and post completion audit, evaluation of the projects.

Unit V

Contemporary Issues

Contemporary issues in project appraisal and related area, project management principles by project management institute USA

Suggested Books

- *Gray, Clifford F., Larson, Erik W. and Desai, Gautam V. (2017). Project management the managerial process, McGraw hill education, 7th edition,*
- *Chandra, Prasanna (2019), Projects: Preparation, Appraisal, Budgeting and Implementation, 8th edition, , McGraw hill education*
- *Lester, Albert (2017), Project management, planning and control, 7th edition, Butterworth-Heinemann.*
- *Gupta, Rajeev M. (2014), Project management, second edition, PHI*
- *Bhavesh Patel (2010), Project management financial evaluation with strategic planning, networking and control, second edition, Vikas publishing*
- *Nagrajan, K. (2010), Project Management, New Age International Publications.*

FSE 304 FINANCIAL SYSTEMS

Objective: The aim of the course is to enable the students to understand the structure and systems of Financial Markets and financial institutions.

Unit I

Financial Systems & Money Market

An overview of the Indian Financial Systems Definition, Significance and its relationship with economic development. The constituents of a Financial System, Regulation of organized financial system in India, Money Market as a part of Financial System.: meaning, role and features, components: call, treasury bill, commercial bill, commercial paper, financial guarantee, discount market etc. present position of India

Unit II

Capital Market

The primary and the secondary market: Concept, characteristics and functions. Instruments of Capital Market, Capital market institutions – The stock exchange, its organization, functions and control, capital market in India, OTCEI and N.S.E & B.S.E., Regulation of capital market, Role of SEBI

Unit III

Financial Intermediaries: Banks & NBFC

Commercial banks function and present position; problems of capital adequacy, risk management in banks – BASEL Norms & other commercial banking reforms. , Regulatory role of RBI Non Banking Financial Intermediaries: meaning role types and features , Investment institutions their objectives, functions, organization LIC, GIC, Mutual Funds and other important NBFCs

Unit IV

Financial Services and Instruments

Financial Services: meaning, role features and types of financial services .regulatory framework of financial services in India, Introduction to marketing of financial services, risk management of financial series . Introduction to financial instruments: Meaning, types and features, Comparison of India Financial System with international financial system

Unit V

Recent Developments in Financial System

Cases and recent circulars of RBI and SEBI, developments in the financial system

Suggested Books

- Pathak, Bharti V. (2018), *Indian Financial System*, Pearson Education, New Delhi, 5th Edition
- Bhole, M.K (2017), *Financial Institutions and Markets*, McGrawHill Education, 6th Edition.
- Khan, M.Y (2019), *Indian Financial Systems*, McGrawHill Education, 11th Edition.
- Srivastava, R.M. & Nigam, Divya (2010), *Management of Indian Financial Institutions*, Himalaya Publishing.
- Desai, V (2015). *Development Banking and Financial Intermediaries*, Himalaya Publishing House.

FSE 305 MANAGEMENT OF FINANCIAL INSTITUTIONS

Objective: To provide in- depth understanding of nature and functions of various financial markets, institutions and instruments.

Course Outline

Unit I

Introduction to Financial Institutions

Introduction to Financial Institutions, Classification of Financial Institutions, Concept of Apex-Level Institutions, its objectives. Organisation & functions, resource mobilisation Co-ordinational & supervisory role, Financing of other financial Institutions.

Unit II

Management of Commercial Banks

Objectives, Functions & Organizational setup, Management of deposits, Mobilisation of Funds, Management of cash position & liquidity, Nature & functions of primary & secondary reserves, Considerations influencing reserves, Management of loan, advance & other investments Management of income, Prudential norms. Asset-Liability management in Commercial Banks.

Unit III

Management of Non-Banking Financial Institutions

Concept, Objectives, Nature, Function & Promotional role of NBFI, Management of funds, Changing role of NBFI in present environment, Policies & practices regarding mobilisation & management of funds in NBFCs, their performance. Types & functions of Mutual funds, their legal & accounting aspects, SEBI & mutual funds, Investment & marketing Strategies of mutual funds, performance review of mutual funds currently in India Concept, nature and types of policies, Advantages, Social aspect, Impact on Economy.

Unit IV

Risk Management in Financial Institutions

Risk exposure of financial institutions, Interest risk, market risk, foreign exchange risk, liquidity risk, Operational risk.

Interest Rate Risk and its management, The Reprising Model, Theories of Interest rate risk, Duration. Market Risk: The Risk Metrics Model, Monte Carlo Simulation, Credit Risk management: Default risk models

Unit V

Contemporary Issues

Regulatory structure and practices of Financial Institutions in India, Current scenario and contemporary problems.

Suggested Books

- *Saunders, A. and Cornett, M.M. (2017). Financial Institutions Management, 7th Edition, McGraw Hill Education, New Delhi*
- *Pathak, Bharti V. (2018), Indian Financial System, Pearson Education, New Delhi, 5th Edition*
- *Bhole, M.K (2017), Financial Institutions and Markets, McGrawHill Education, 6th Edition.*
- *Khan, M.Y (2019), Indian Financial Systems, McGrawHill Education, 11th Edition.*
- *Srivastava, R.M. & Nigam, Divya (2010), Management of Indian Financial Institutions, Himalaya Publishing.*
- *Desai, V (2015). Development Banking and Financial Intermediaries, Himalaya Publishing House.*

FSE 306 BANKING AND INSURANCE

Objective: To provide the students with a deep insight into the two major sectors of the country banking and insurance.

UNIT I

Banking Services

Evolution of banking in India. Bank nationalisation: Justification and Impact. Functions of a bank, types of banks Procedure for opening & operating of deposit account traditional and modern methods of Remittances, types of risks faced by banks, digitalization of banking services: opportunities and challenge, Banker - Customer Relationship : Definition and Meaning of "Banker" and "Customer"- Permitted activities of Commercial Banks in India - General and Special Features of their relationship, their rights and duties.

Unit II

Banking Operations

Operational Aspect of commercial banks in India, Relationship between Banker and customers, Types of customer a/c, Cheques, Endorsement, Presentment, Dishonour, Rights and liabilities of Paying and collecting Banker, Employment of funds by Commercial Banks, Types of securities, mode of creating charge, Bank guarantees, Regulation of Banks Frauds in Banks, measures to control frauds,

UNIT III

Pricing and Types of Insurance

Introduction to Insurance services Institutions for Insurance and Reinsurance - Economic Rationale and requirements, Insurance Laws and Regulation, principles of insurance contract-documentation/underwriting and claims.

Marketing of insurance products- Coinsurance, Life Insurance, Auto Insurance, Home Insurance, Worker Compensation, ESIC, Health Insurance,

Commercial Insurance: Transport, Marine, Catastrophe, Liability etc.

UNIT IV

Pricing and Risk Management in Insurance

Insurance Pricing, Asymmetric Information, Moral Hazard, Adverse Selection, Provisions for Regulation of Insurance Services, IRDA, Pension Plans, Corporate Risk Management and Insurance

UNIT V

Contemporary Issues in Banking and Insurance

Recent developments in banking and insurance, current amendments and reforms

Suggested Books

- *Shekhar, K.C. & Shekhar, L. (2013), Banking Theory and Practice, Vikas Publishing House, 21st Edition*
- *Gulati, N.C. (2011), Banking and Insurance: Principles & Practices, Excel Books.*
- *Dayal, H. (2017). The Fundamentals of Insurance : Theories, Principles and Practices, Notion Press.*
- *Mishra, M.N. & Mishra, S.B. (2016), Insurance: Principles & Practices, S. Chand Publishing, 22nd Edition*
- *Krishnaswamy, G. (2008), A Textbook on Principles and Practice of Life Insurance, Excel Books.*

SEMESTER IV

IMS 401 STRATEGIC MANAGEMENT

Objective: To acquaint the students with the concept of strategy, issues and challenges. With a 360 degree perspective on environment scan, formulation, implementation, evaluation and control, a learner would develop an insight and would equip them to analyze, synthesize and take a way forward strategically.

Unit I

Strategic Intent: Vision, Mission, Business Definition, Goals and Objectives Environmental Appraisal (ETOP, PESTLE framework, EFE Matrix); Organizational Appraisal: Concept of Core Competence, value chain analysis, IFE Matrix; Portfolio analysis (BCG Analysis, GE Nine Cell Matrix)

Unit II

Corporate level strategies: Stability, Expansion, Retrenchment. Corporate Restructuring; Business Level strategies. Sustainable Competitive advantage. Strategic Analysis and Choice (Life cycle analysis, Porter's 6 force model).

Unit III

Behavioural Implementation: An overview of Leadership, Corporate Culture, Corporate Politics and Use of Power; Business Ethics & CSR. Management of Strategic Change; Strategy and Structure

Unit IV

Strategy Evaluation and Control (Mc Kinsey's 7s Framework, Balance Score Card, Outsourcing) Mergers and Acquisitions: Takeover and Defence Tactics, Laws For Mergers and Acquisitions, Regulatory Framework of Takeovers in India.

Unit V

Red Ocean & Blue ocean strategies, Application of strategies, Strategic drift.

Recommended book(s)

- *Thompson, Margaret P. & A. Strickland (2017); Crafting & Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases; Mc Graw Hill, 21st Edition.*
- *Gareth R. Hill, Charles W.L.; Jones (2009); An Integrated Approach to Strategic Management; Biztantra, 2nd Edition.*
- *Kazmi A. (2008); Strategic Management; Mc Graw Hill, 3rd Edition.*
- *David F.R. (2017); Strategic Management; Pearson, 2nd Edition.*
- *Pearse A.J. & R. Robinson (2018); Strategic Management; Mc Graw Hill, 1st Edition.*

FSE 401 MERCHANT BANKING AND FINANCIAL SERVICES

Objective: To develop understanding of various financial services for managing long-term and short-term assets and liabilities.

Unit I

Merchant Banking and Venture Capital

The concept of Merchant Banking Services in India: Rules Regulation's and categorization. The lead manager and its functions, management of capital issues. Underwriting: meaning, features types and process, Venture capital; Concept and characteristics, process and problems of venture capital financing, growth of venture capital services in India

Unit II

Leasing and Consumer Finance

Leasing concept - types, legal tax and accounting aspects. Financial evaluation of lease structuring, Qualitative factors in lease decisions. Lease agreements, Consumer Finance: meaning and features, Hire Purchase agreement – Types, difference between hire purchase and lease. Flat and effective rates of interest. Evaluation of Hire Purchase deals

Unit III

Other Financial Services

Credit Rating – Concept and types, functions of credit rating agencies, credit rating of Debt and other securities. Credit rating agencies in India - their rating scale and rating process. Factoring – The concept and characteristics, Types of factoring, legal and financial aspects, factoring in India. Factoring and Bill rediscounting, Forfeiting.

Unit IV

Securitization and Marketing aspect

Securitization: -Introduction of securitization, features, advantages and the steps involved in the securitization process, guidelines laid down by the Securitization Act, Introduction to marketing of financial services: Concept, significance, and environment. Financial services marketing vs. Consumer and Industrial Goods Marketing, Planning, organizing and analysis of financial services marketing. Marketing of banking and insurance services

Unit V

Contemporary Issues

Case studies in Venture capital and other services

Suggested Books

- *Verma, J.C., (1996), Bharat's Manual of Merchant Banking: Concept, Practices and Procedures with SEBI Clarifications, Guidelines, Rules and Regulations, Bharat Law House, 4th Edition*
- *Van Horne, James C, & Dhamija, Sanjay (2011), Financial Management and Policy, Pearson Publication*
- *Vij, M. & Dhawan, S. (2017), Merchant Banking and Financial Services, McGraw Hill Education, 2nd Edition*
- *Gurusamy, S. (2013), Merchant Banking and Financial Services, Vijay Nicole Imprints Private Limited*
- *Khan, M.Y., & Jain, P.K. (2018). Financial Management: Text, Problems and Cases, Mc Graw Hill Publication, 8th Edition*

FSE 402 MICRO FINANCE AND SOCIAL BANKING

Objective: The course is designed to sensitize the students to the key issues linked to the whole discourse on micro finance and rural banking including the challenges inherent therein, in the particular context of India, and to familiarize the students with the initiatives taken in the country for addressing the said issues

Unit I

Introduction to Micro Finance

Micro Finance: definitions, history, objectives, scope and mechanism of microfinance; types of institutions involved in microfinance: Failure of formal financial institutions to provide inclusive growth, study of the Self Help Group-Bank Linkage Programme (SBLP) types of microfinance products, institutional credit delivery system

Unit II

Government Initiatives

The subsidy-linked credit programmes of the Government, Initiatives of the Government (without subsidy-link), Financing of Agri-clinics /Agribusiness Centres etc. and the Differential Rate of Interest (DRI) scheme. Overview of Lead Bank Scheme (LBS) and Service Area Approach (SAA).

Unit III

MFI & technology in Micro finance

Microfinance institutions (MFI): overview, Key functional areas of Governance, Internal audit and control; strategic issues in the growth of MFIs Role of technology in Micro finance

Unit IV

Social Banking

Understanding pricing of interest rates in MFI, Social Banking: meaning, and need initiatives in India and future of social banking

Unit V

Current status in Micro finance

Current status and future of Micro finance, Government initiatives for Micro Finance: Case Studies in Micro Credit and finance

Suggested Books

- *Karmakar, K. G., (2008), Micro finance in India, Sage Publications India Pvt Ltd.*
- *Joshi, D. P., & Joshi, D. P. (2006). Social Banking: Promise, Performance, and Potential. Foundation books.*
- *Benedikter, R. (2010). Social Banking and Social Finance. SpringerBriefs in Business.*
- *Rhyne, E., (2009), Micro Finance for Bankers and Investors : Understanding the opportunities and challenges of the market at the bottom of the pyramid, MCGraw Hill Education.*
- *Dua, H.S. (1996), Social Banking for Economic Development , Deep & Deep Publications , New Delhi*

FSE 403 BEHAVIORAL FINANCE

Course Objective : The purpose of this course is to introduce the student to the new field of behavioral finance. The theory is based on the notion that investors behave in a rational, predictable and an unbiased manner. This course will help the students to identify persistent or systematic behavioral factors that influence investment behavior

Unit I

An overview of Behavioural Finance

Behavioural Finance: Nature, Scope, Objectives and Significance & Application. History of Behavioural Finance, Psychology: Concept, Nature, Importance, The psychology of financial markets, The psychology of investor behaviour, Behavioural Finance Market Strategies, Prospect Theory, Loss aversion theory under Prospect Theory & mental accounting—investors Disposition effect .

Unit II

Theories of Behavioural Finance

Building block of Behavioural Finance, Cognitive Psychology and limits to arbitrage. Demand by arbitrageurs: Definition of arbitrageur; Long-short trades; Risk vs. Horizon; Transaction costs and short-selling costs; Fundamental risk; Noise-trader risk; Professional arbitrage; Destabilizing informed trading (positive feedback, predation) Expected utility as a basis for decision-making. The evolution of theories based on expected utility concept, Investing Styles and Behavioral Finance.

Unit III

Rationality in Behavioural Finance

Elsberg's paradoxes, Rationality from an economics and evolutionary perspective. Different ways to define rationality: dependence on time horizon, individual or group rationality, Group Behavior: Conformism, herding, fatal attractions. Herbert Simon and bounded rationality. Demand by average investors: Definition of average investor; Belief biases; Limited attention and categorization; Non-traditional preferences – prospect theory and loss aversion; Bubbles and systematic investor sentiment.

Unit IV

External Factor of Investor Behaviour

External factors and investor behaviour: Fear & Greed in Financial Market, Emotion and Neuroscience and financial markets: geomagnetic storm, Statistical methodology for capturing the effects of external influence onto stock market returns,

Unit V

Behavioural corporate finance: Empirical data on dividend presence or absence, ex-dividend day behaviour. Recent development in behavioural finance and cases.

Suggested Books

- Mauboussin, M. J. (2013). *More Than You Know: Finding Financial Wisdom in Unconventional Places (Updated and Expanded)*. Columbia University Press.
- Chancellor, E. (1999). *Devil take the hindmost: A history of financial speculation*.
- Forbes, W. (2011), *Behavioural Finance*, Wiley India.
- Montier, J. (2010), *The Little Book of Behavioral Investing*, Wiley
- Cialdini, R. (2007). *Collins Business Essentials Revised. Influence: The Psychology of Persuasion*.

FSE 404 FINANCIAL DERIVATIVES

Unit I

Derivatives – Forwards and Futures

Introduction to derivatives, meaning, characteristics, types, their need, uses and applications, derivative market structure –OTC and exchange traded, Forwards –problems in forward contracts, Futures - market, basic mechanism, types of margins, determination of future pricing and participants in futures market, hedging strategies using futures prices

UNIT II – Options

Meaning, Definition and features of option contract, important terms, types – call and put , American and European, distinction between futures and options, advantages and disadvantages of options, factors affecting pricing of options, construction of option strategies in various market situations and their pay-off

UNIT III – Other Derivatives

Black and Scholes option pricing model – assumptions and valuations of put options with the model, Credit derivatives – concept and types, uses, benefits and limitations of credit derivatives, Swaps – Interest rate swaps, currency swaps – basic structure of swaps and management of risk using swaps

UNIT IV – Commodity and Currency Derivatives

Commodity market derivative instruments – product category, contract specifications, risk management strategies using commodity futures and options, introduction to currency derivative instruments

UNIT V – Case studies

Derivatives in India – prospects and policies, reasons for its popularity, Case studies related to real market applications of Futures, Options and Swaps of different derivative instruments

Suggested Books

- *Rajwade, A.V. (2010), Currency Exposure and Derivatives, McGraw Hill Education.*
- *Rajwade, A.V. (2007), Handbook of debt Securities and Interest Rate Derivative, McGraw Hill Publications.*
- *Hull, John C. (2008). Options Futures and other Derivatives, Prentice Hall India, 7th Edition.*
- *Vijaya Bhasker, P. & Mahapatra B. (2002), Derivatives Simplified, Sage Publications.*
- *Rustagi, R.P. (2013), Derivatives and risk management, Taxmann Publications*
- *R. Madhumati and M. Ranganatham (2011), Derivatives and Risk Management, Pearson Education*

FSE 405 CORPORATE VALUATION AND MERGERS

Objectives: The objective of this course is to provide an in-depth understanding of financial, accounting, regulatory and valuation aspects relating to corporate restructuring. Understanding the linkages between corporate restructuring and financial markets and the impact of the same share price and on the business.

Unit I

Introduction to Corporate Restructuring

Meaning of corporate restructuring- Needs, scope, modes of restructuring, Indian and global scenario, Strategies Mergers acquisitions-Takeovers, Disinvestments, Strategic alliances, Demerger and hive offs, Slump sale, Asset sale, Reserve demerger, Concepts, modes, regulatory, tax, accounting aspects.

Unit II

Merger and Amalgamation

Merger and Amalgamation- Meaning, AS 14, pooling of interest method, purchase method, treatment of goodwill and capital reserve, Purchase consideration, inter companies holdings accounting and tax aspects, legal aspects, stamp duty, financial aspects, swap ratio, impact on EPS, MPS and P/E ratio, gains and synergy of merger, Cost of merger. Books of selling and purchasing companies, Realization Account.

Unit III

Takeovers

Takeovers- Meaning, types of takeovers, legal aspects, SEBI regulations, financial accounting and tax aspects, stamp duty, payment of consideration, bailout takeovers, takeover of sick units.

Unit IV

Financial restructuring

Financial restructuring-Reorganization of share capital, Internal Reconstruction, - accounting, financial and tax aspects. Approaches to Valuation- Valuation of Shares, Valuation of Business, Valuation of Intangibles, Valuing Private Companies, Valuing firms with Negative Earnings, Valuing start-up firms, Value enhancement: A discounted cash flow Valuation framework, EVA, CFROI and other tools.

Unit V

Current Environment

Selected Case studies from contemporary organisations, rising issues in M&A

Suggested Books

- Arzac, E.R. (2009). *Valuation for Mergers, Buyouts and Restructuring*, Wiley, 2nd Edition.
- Brealey, R, Myers, S. & Allen, F. (2008), *Principles of Corporate Finance*, McGraw Hill Education, 13th Edition.
- *Corporate Creation*. Chandra P. Tata Mc-Graw Hill.
- Damodaran, A. (2006). *Damodaran on Valuation: Security Analysis for Investment and Corporate Finance*. John Wiley and Sons, 2nd Edition.
- Damodaran, A. (2018), *The Dark Side of Valuation*. Financial Times Press, 3rd Edition.
- Gaughan, P.A. (2002), *Mergers, Acquisitions and Corporate Restructurings*. John Wileys & Sons, 3rd Edition.
- Hayward, R. (2008), *Valuation: Principles into Practice*, Routledge

FSE 406 INTERNATIONAL FINANCIAL MANAGEMENT

Objective: To provide insights relating to financial management applications in the realm of international business with special reference to international financial markets and operations of MNCs.

Unit I

International Financial Environment

The rise of Multinational Corporation, International Monetary System, International Financial Institutions: World Bank, International Monetary Fund, Asian Development Bank, Bank for International Settlement

Unit II

Foreign Exchange Markets

Theories of Foreign Exchange Rate Movement and International Parity Conditions, Foreign Exchange Markets: Foreign Currency Futures and Foreign Currency Options, Hedging strategies through foreign exchange markets

Unit III

Managing Foreign Exchange Exposure

Foreign Exchange Risk and Exposure, Management of Foreign Exchange Risk, Techniques of Foreign Exchange Risk Management, Management of Translation Exposure, Management of Transaction Exposure,

Unit IV

Financial Management of the Multinational Firm

Foreign Direct Investment, Internationalisation, Cost of Capital and Capital Structure of the Multinational Firm, Multinational Capital Budgeting, Multinational Cash Management

Unit V

Current trends

Recent trends in Balance of Payments, Fluctuations of foreign exchange, contemporary case studies

Suggested Books

- *Vij, Madhu (2002), International Financial Management, 3rd Edition, Excel Books, New Delhi*
- *Apte, P. G. (2008), International Financial Management, 7th Edition, McGraw Hill Education (India) Pvt. Ltd., Chennai*
- *Shapiro, A.C., Moles, P. and Seal, J.K. (2016), International Financial Management, Wiley*
- *Madura, J. (1997), International Financial Management, 5th Edition, South-Western Publications.*
- *Sharan, V. (2010), International Financial Management, 6th Edition, Prentice Hall India Publications.*