

NEP DCC courses syllabus

DCC – 1 MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR Th (4 cr)

Objectives

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

Course Contents

Unit -I

Evolution of management thought, Systems and contingency approach for understanding organizations, managerial processes, functions, skills and roles in an organization; Social Responsibility of Business; Leadership: Concept, Nature, Importance, Attributes of a leader, developing leaders across the organization, Leadership Grid. Decision making: Concept, Nature, Importance, and Process. Types of decisions. Problems in decision making

Unit-II

Introduction to Organizational Behavior: Definition, Importance, Scope, Fundamental Concepts of OB, Different models of OB - autocratic, custodial, supportive, collegial and SOBC.. Personality & Attitudes: Meaning of personality, attitude - Development of personality – Attributes of personality- Transactional Analysis – Ego states – Johari window - Nature and dimensions of attitude – Developing the right attitude

Unit-III

Motivation: Definition, Importance, Motives – Characteristics, Classification of motives - Primary & Secondary motives. Theories of Motivation - Maslow's Theory of need hierarchy - Herzberg's theory. Morale - Definition and relationship with productivity - Morale Indicators.

Unit-IV

Group Dynamics and Team building: Concept of Group & Team. Theories of Group Formation - Formal and Informal Groups. Importance of Team building. . Conflict Management: Definition. Traditional vis - à- vis Modern

view of conflict – Types of conflict – Intrapersonal, Interpersonal, and Organizational. Constructive and Destructive conflict. Conflict management.

Unit-V

Stress management: Definition, Causes, Managing stress, Stress as a motivator. Work life balance. Applications of emotional intelligence in organizations, communication, group decision making, Understanding and Managing organizational system - Organizational design and structure, change management: Concept of change, change as a natural process, Importance & Causes of change – social, economic, technological, organizational. Learning – unlearning, Concept of learning organizations.

Suggested Readings

- 1 .Koontz, H and Wehrich, H. Management. 10th ed., New York, McGraw Hill, 1995.
- Luthans, F. Organizational Behaviour. 7th ed., New York, McGraw Hill, 1995.
- Robbins, S P. Management. 5th ed., New Jersey, Englewood Cliffs, Prentice Hall Inc., 1996.
- Robbins, S P. Organizational Behaviour. 7th ed., New Delhi, Prentice Hall of India, 1996.
- Singh, Dalip Emotional Intelligence at Work, Response Books, Sage Publications, Delhi, 2001
- Staw, B M. Psychological Dimensions of Organizational Behaviour. 2nd Ed., Englowed Cliffs, New Jersey, Prentice Hall Inc., 1995.
- Stoner, J. etc. Management. 6th ed., New Delhi, Prentice Hall of India, 1996.

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

DCC-2 (Managerial Economics) Th (4 Cr)

Objectives

The Objectives of this course is to acquaint the participants with concepts and techniques used in Micro-Economic Theory and to enable them to apply this knowledge in business decision-making. Emphasis is given to changes in the nature of business firms in the context of globalization.

Course Contents

1. Scope, Concepts and Techniques of Managerial Economics; Nature of business decision- making; Marginal analysis, optimization; Demand functions; Law of Demand - Utility Concept, Cardinal and Ordinal Approach, Income and substitution effects.
- 2 Elasticity of Demand- Price Elasticity, Income Elasticity, Cross Elasticity, Advertising Elasticity; Demand forecasting; concept of consumer surplus.
3. Production Function- Concept, Isoquants, Equilibrium, Law of Variable Proportions; Law of Returns to Scale; Economies of scale; Cost Function- Types of Costs, Theory of Firm - Profit Maximization, Sales Maximization; Revenue curves- TR, AR, MR, Long run and Short run
4. Market Structure: Concept of Equilibrium, Perfect Competition, Monopoly, Monopolistic, Oligopoly: Kinked Demand curve, Game theory, Price leadership model, Full cost Pricing Theory, Baumel's theory of sales revenue maximization, Williamson's Managerial Discretionary, Theory of Firm, Cyert & March Behavioral Theory of Firm. ; Theoretical Concept of Pricing, Pricing Policies in Practices; Non- Price Competition.
5. Macro Economics : Aggregates and Concepts, Aggregate Consumption- Aggregate Demand; Concept and Measurement of National Income; Determination of National Income, Multiplier Effect & Accelerator; GNP and GDP; Balance of Payments; Monetary Policy; Fiscal Policy; Business cycle.

Suggested Readings

1. Adhikary, M. Business Economics., New Delhi, Excel Books, 2000.
2. Baumol, W J. Economic Theory and Operations Analysis. 3rd ed., New

Delhi, Prentice Hall Inc., 1996.

3. Chopra, O.P. Managerial Economics. New Delhi Tata McGraw Hill 1985.
4. Keat, Paul G & Philips K. Y. Young, Managerial Economics, Prentice Hail, New Jersey, 1996.

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

DCC-3 (Marketing Management)Th (4 Cr)

Objectives

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

Course Contents

Nature and scope of marketing, Marketing concept and Market philosophy, Corporate orientations towards the market place, The Marketing environment and Environment scanning, Marketing information system and Marketing research

Understanding consumer and Industrial markets. Market segmentation, Targeting and positioning; Product decisions - product mix, product life cycle, new product development,

Branding and packaging decisions, Pricing methods and strategies. Promotion decisions promotion mix, advertising, sales promotion, publicity and personal selling;

Channel management - selection, co-operation and conflict management, vertical marketing Implementation and systems, Organising and implementing marketing in the Organisation.

Evaluation and control of marketing efforts; New issues in marketing, Services marketing and 7P's of services marketing, Rural marketing, Global marketing, Green marketing.

Suggested Readings

1Enis, B M. Marketing Classics: A Selection of Influential Articles. New York, McGraw Hill, 1991.

2Kotler, Philip and Armstrong, G. Principles of Marketing. New Delhi, Prentice Hall of India, 1997.

3Kotler, Philip. Marketing Management: Analysis, Planning, Implementation and Control. New Delhi, Prentice Hall of India, 1994.

4Ramaswamy, V S and Namakumari, S. Marketing Management: Planning, Control. New Delhi, MacMillan, 1990.

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

DCC-4 (Research Methodology) Th (4 Cr)

Objectives

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

Course Contents

Unit-I

Foundation of Research: Meaning, Objectives, Motivations, utility. Concept of Theory, empiricism, deductive and inductive theory .Characteristics of scientific Method, Understanding the Language of Research –Concept & Construct. Definition –Variable .Research Process, Nature and Scope of Research Methodology; Problem Formulation and Statement of Research Objectives.

Unit-II

Research Design; Concept And Importance in Research , Features of good research design , Types of Research Designs – Exploratory Research Designs, Descriptive Research Designs Experimental Research Designs Qualitative & Quantitative Research : Qualitative research-Quantitative Research. Difference between Qualitative & Quantitative Research

Unit –III

Measurement: Concept of measurement- What is measured? Problems in measurement in management research- Validity and reliability .Levels of Measurement –Nominal, Ordinal, Interval, Ratio. Attitude Scaling techniques, Motivational Research Techniques

Types of Data: Secondary Data –Definition Sources ,Characteristics . Primary data –Definitions , Advantages & Disadvantages Over Secondary data, Observation Method ,Questionnaire Construction , Personal Interview ,Telephonic Interview ,Mail Survey ,Email/Internet survey.

Sampling: Concepts of Statistical Population, Sample ,Sampling Frame ,Sampling error, Sample Size ,Non Response. Characteristics of a good Sample .Probability Sample –Simple Random Sample, Systematic Sample ,Stratified Random Sample & multistage sampling .Non Probability Sample –Judgment ,Convenience ,Quota & Snowballing methods .Determining size of sample –Practical consideration in sampling & sample size.

Unit -IV

Data Analysis : Data Preparation – Univariate analysis (Frequency Tables ,bar charts, pie charts ,percentages). Null and Alternate Hypothesis; Type I and Type II error; critical Region; level of significance. Parametric and Non-Parametric test, Parametric: t-Test & Z test & Multivariate Analysis, Non-Parametric test : Run test, KW test, Whitney test.

Unit -V

Bivariate Analysis – Cross Tabulation and Chi –Square, F-ANOVA.

Report Preparation : Pre-Writing Consideration, Format of Marketing research report ,common Problem Encountered when preparing the marketing research report .Presenting the research report.

Suggested Readings

1. Andrews, F.M. and S.B. Withey Social Indicators of Well Being, Plenum Press, NY, 1976
2. Bennet, Roger: Management Research, I LO, 1 983
- 3 Fowler, Floyd J. Jr., Survey Methods, 2nd ed., Sage Pub., 1993
4. Fox, J.A. and P.E. Tracy: Randomized Response: A Method of Sensitive Surveys, Sage Pub., 1986
5. Gupta, S.P. Statistical Methods, 30th ed., Sultan Chand, New Delhi, 2001
6. Golden, Biddle, Koren and Karen D. Locke: Composing Qualitative Research, Sage Pub., 1997
7. Salkind, Neil J. Exploring Research, 3rd ed., Prentice-Hall, NJ, 1997

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

DCC-1 (Accounting for managers) Th/Practical (4 Cr)

Objectives

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

Course Contents

Financial Accounting - Concept, Importance and Scope, Generally Accepted Accounting Principles,

Preparation of Financial Statements with special reference to analysis of a Balance Sheet and Measurement of Business Income ; Management Accounting - Concept, Need, Importance and Scope

Financial Statement Analysis, Ratio analysis, Funds Flow Analysis, Cash Flows analysis.

Cost Accounting - Cost, Cost Classifications, Cost Sheet, Cost Accounting, Records and Processes, Cost Ledger and Control Accounts, Reconciliation and Integration between Financial and Cost Accounts; Overhead Cost and Control ; Costing for Decision-Making, Marginal Costing and Breakeven analysis,

Budget and Budgetary Control, Performance Budgeting, Zero-Base Budgeting; Standard Costing and Variance Analysis - Material Labour and Overheads,

Suggested Readings

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

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

Heitger, L E and Matulich, Serge. Financial Accounting. New York, McGraw Hill, 1990.

Hingorani, N L. and Ramanathan, A R. Management Accounting. 5th ed., New Delhi, Sultan Chand, 1992.

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

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

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

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

DCC-2 (Statistical Methods) Th/Practical (4 Cr)

Objectives

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

Course Contents

Unit –I

Introduction: Application of Statistics in Business & Management; Basic Concepts of Statistical Studies: Population, Variable and Parameter, Sample; Classification of Data;. Diagrammatic & Graphical Presentation of Data: Bar Diagram, Histogram, Pie – Diagram, Frequency Polygons, and Ogives.

Unit-II

Summary Statistics: Measures of Central Tendency: Arithmetic Mean, Weighted Mean, Median and Mode .Index Numbers: Concept & Applications.

Unit-III

Measures of Dispersion: Range, Average Deviation. Standard Deviation, Variance and Coefficient of Variation.

Unit-IV

Forecasting Techniques: Simple Correlation & Regression Analysis, Time Series Analysis- Trend Analysis, Cyclical Analysis, Seasonal Analysis, Irregular Variation

Unit-V

Probability : Introduction of Probability Theories, Concepts, Addition & Multiplication Theorems, Probability Distributions: Binomial Poission, Normal and Exponential

Suggested Readings

- 1.Chadha, N. K. Statistics for Behavioral and Social Scientists, Reliance Publishing House, Delhi,1996
- 2.Gupta, S P and Gupta M P. Business Statistics. New Delhi, Sultan Chand, 1997.
- 3.Kazmier, L J and Pohl, N F. Basic Statistics for Business and Economics. New York, McGraw Hill, 1988.

DCC-5-(Human Resource Management)Th (4 Cr)
Objectives

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

Course Contents

1. Concepts and Perspectives on Human Resource Management; Human Resource Management in a Changing Environment. Corporate Objectives and Human Resource Planning; HR Structure and strategy.
- 2 Recruitment and selection; Manpower planning; Job Analysis and Role Description; Methods of Manpower Search; Attracting and Selecting Human Resources, Induction and Socialization; Career Planning, Succession Planning.
- 3 Manpower Training and Development - design and evaluation of T & D Programs; Performance Appraisal and Potential Evaluation; Retirement and other separation processes
4. FINANCIAL COMPENSATION, PRODUCTIVITY AND MORALE: -
Principal Compensation Issues & Management – Job Evaluation ,Productivity, Employee Morale And Motivation; Stress Management and Quality of Work Life
5. Industrial Relations & Trade Unions; Dispute Resolution & Grievance Management; Employee Empowerment; workers and managerial decision making; collective bargaining.

Suggested Readings

- Aswathappa, K. Human Resource and Personnel Management Tata Mc Graw Hill, New Delhi, 1997
- De Cenzo, D A & Robbins S P. Human Resource Management. 5th ed., New York, John Wiley, 1994.
- Guy, V & Mattock J. The New International Manager. London, Kogan Page, 1993.
- Holloway, J. ed. Performance Measurement and Evaluation. New Delhi, Page, 1995.

DCC-6 (Managerial Skill Development) (Th (4 Cr)

Objectives

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

Course Contents

I.. Importance and nature of business communication; Effective Communication skill; Process of communication; Barriers and gateways in communication; Intra personal communication and body language; Inter personal communication and relationship; Leadership skills; Team building and public speaking; Presentation skills; Case study and situational analysis

Dos and Don'ts of Business writing; Commercial letters; Writing Business reports; Written communication - 7'c of written business communication, Approaches to written communication - deductive and inductive; Writing for enquiries , Claims, invitation, reservations and orders, refusal and collection letters, sales letters, resume writing and recommendation letters; Report writing- long and short business reports and business proposal.

Feelings- types and steps to deal with complex feelings; Assertiveness and confidence building; Body language- role of different parts of the body in communication; Non verbal behavior; Conflict- types and resolutions; Emotions- emotional empathy and emotional intelligence

Techniques for personality development (a) self confidence (b) mnemonics goal settings (d) time management (e) effective planning (f) stress management

Developing an understanding of social etiquettes; Dressing for interview- do's and don'ts for men and women; Dressing for office-do's and don'ts for men and women; Dining etiquettes; Telephone and email etiquettes; Ethical dilemmas- code of conduct

Suggested Readings

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

Hatch, Richard. "Communicating in Business". 1977 Science Research

Associates, Chicago.

- 2 Murphy, Herta A and Peck, Charles E. "Effective Business Communications". 2nd ed. 1976. Tata McGraw Hill, New Delhi.
- 3 Pearce, C Glenn etc. "Business Communications: Principles and Applications". 2nd ed. 1988. John Wiley, New York.

DCC-7 (Production and Operation Management)(Th (4 Cr)

Objectives

The Course is designed to acquaint the students with decision making in: Planning, scheduling and control of Production and Operation functions in both manufacturing and services; Productivity improvement in operations through layout engineering and quality management e tc.; Effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.

Course Contents

1. Nature and Scope of Production and Operations Management Decisions, Types of Manufacturing Systems, Productivity, Challenges in Operations Management, Operations Strategy.
2. Production Planning and Control: An Overview Facilities Location, Location Planning, Facilities Layout.(a) Capacity Planning, Aggregate Planning (b) Master Production Scheduling (c) MRP, MRP II (d) Enterprise Resource Planning(ERP), (e) Business Process Reengineering (BPR).
3. Work Study, Methods Study, Work Measurement, Performance Rating and computation of Standard Time, Maintenance Management, Industrial Safety, Supply Chain Management, Enablers of supply chain performance, Supply Chain Strategy and performance measures.
4. Material Management: An Overview; Material Handling Equipment, Assembly Line Balancing, Line Balancing Problems, Line Balancing Approaches, Operation Decision, MRP, Purchasing and Store Management, Inventory Control and Budgeting.
5. Concept of Quality and Quality Assurance, Statistical Process Control (Acceptance Samplings), ISO- 9000, ISO- 14000, OHSAS-18000, SA- 8000, Total Quality Management (TQM), S ix Sigma, DMAIC, Lean Management .

Suggested Readings

1. Adam, E E & Ebert, R.J. Production and Operations Management. 6th ed., New Delhi, Prentice Hall of India, 1995.
2. Amrine Harold T. etc. Manufacturing Organisation and Management. Englewood Cliffs,
3. Mahadevan, Operations Management Theory and Practice, PEARSON, The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

DCC-3(Financial Management)Th//Practical (4 Cr)

Objectives:

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

Course Contents

1. Aims and Objectives of Financial Management; Time value of Money: Instruments of Long Term Finance- Equity, ECB, ADR, and GDR. Cost of Different Sources of Raising Capital, Weighted Average Cost of Capital. Marginal cost of capital
2. Operating and Financial Leverage. Valuation and Capital Structure Decisions: Capital Structure Theories, Optimum Capital Structure, Economics Value Added.
3. Capital Budgeting, Methods of Capital Budgeting, Analysis of Risk in Capital Budgeting,
4. Internal Financing and Dividend Policy. Financial Modelling, Use of Excel for Financial Decision Making.
5. Working Capital Concept Nature and scope. Determinants of Working Capital instruments of Short -term Financing - Management of Working Capital Cash. Receivable and Inventory Management.

Suggested Readings

1. Archer, Stephen H. etc. Financial Management. New York, John Wiley, 1990.
2. Bhalla, V K. Financial Management and Policy. 2" ed., New Delhi, Anmol, 1998.
3. Brealey, Richard A. and Myers Stewart C. Principles of Corporate Finance. 5th ed., New Delhi, McGraw Hill, 1996.
4. Hampton, John. Financial Decision Making. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1997.
5. Van Horne, James C. Financial Management and Policy. 1 Oth ed., New Delhi, Prentice Hall of India, 1997.

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

DCC-4 (Quantitative Methods)Th/Practical (4 Cr)

Objectives

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

Course Contents

Unit-I

Matrices and their Applications. Markov's Analysis, Function and Iterations of Business Applications.

Unit-II

Linear Programming: Introduction of Operations Research, Scope and Models in Operations research, Scope and models in Operations Research, Introduction of linear Programming, Formulation of LPP, Solutions of LPP-Graphical Methods & Simplex Procedure ,Duality.

UNIT –III

Introduction of Transportation Problems, Procedure of finding optimal solution, Assignment Problem & its solution.

UNIT-IV

Decision Theory: Introduction of Decision Theory, Decision Environments, Decision Making under Risk- EMV & EOL Decision Making under Uncertainty- Maximax, Maximin, Minimax, Regret& Laplace Criterion.

Games Theory - 2x2 zero sum game with dominance - Pure Strategy and Mixed Strategy.

UNIT-V

PERT- CPM, Inventory control. Monte Carlo Simulation (Elementary idea only).

Suggested Readings :

1. Narang ,A S. Linear Programming And Decision Making . New Delhi , Sultan Chand,1995.

2. Sharma , J.K. Fundamentals of Operation research ,Machmillan, New Delhi,2001
3. Quantitative Techniques –N.D. Vohra

DCC-8- DECISION SUPPORT SYSTEMS AND MANAGEMENT INFORMATION SYSTEM Th (4 Cr)

Objective

The objective of the course is to develop the basic understanding of the decision support system of the Artificial Intelligence for Business Organization.

Course Contents

I. Management Information System: Definitions - Basic Concepts, Frameworks, System Development initiative, Different Methodologies - Life Cycle and Prototype approach.

II. Features of various CBIS, Types of Information Systems. - TPS, MIS, DSS, KWS, OAS, experts system: evaluation and control of information systems.

III. Data Base Management system : Sources of data - data file environment, problem solving , decision making, data models, data mining, elementary idea about RDBMS. Simon's model in information system design, Simulation technique

IV. Decision Support System - An Overview : Relevance, scope, characteristics and capabilities, Components, Classification of DSS User Interface graphics menus - Forms, DSS tools - DSS generators, Specific DSS, Constructing a DSS : Steps in designing DSS, GDSS: Introduction & Applications.

V. Application of Information System in Marketing, Production, Finance, Inventory and HR, Enterprise Resource Planning, Business Process re-engineering, Gaming.

Suggested Readings

1. Keen, Peter G.W.: Decision Support System an Organisational Perspective Addison- Wesley Pub.

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

- 1982.

3. Krober,Donald W., and Hugh.J. Watson Computer Based Information System Newyork, 1984

4. DavisL, Michael W. A management approach - Macmillan Publishing Company, Prentice Hali, New Jersey, 1988.

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

DCC-9 (Business Policy & Strategic Management) Th (4 Cr)

Objectives

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

Course Contents:

Unit- I

Business and types of business, Defining strategy , Strategy and the Quest for Competitive Advantage: Military origins of strategy – Evolution - Concept and Characteristics of strategic management – Mintzerbg’ s 5Ps of strategy – Corporate, Business and Functional Levels of strategy - Strategic Management Process. . Strategic Intent & Strategy Formulation: Vision, mission and purpose – Business definition, objectives and goals – Stakeholders in business and their roles in strategic management - Corporate Social Responsibility, Ethical and Social Considerations in Strategy Development, Strategic management in Indian Scenario.

Unit- II

Strategic analysis: Analyzing Company’ s Resources and Competitive Position

- Organizational Capability Profile – Strategic Advantage Profile – Core Competence - Distinctive competitiveness. Analyzing Company’ s External Environment: Environmental appraisal – Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP) – Industry Analysis - Porter’ s Five Forces Model of competition.

Unit- III

Corporate Portfolio Analysis: Business Portfolio Analysis - Synergy and Dysynergy - BCG Matrix – GE 9 Cell Model - Concept of Stretch, Leverage and fit 6. Generic Competitive Strategies: Low cost, Differentiation, Focus. . Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances &

Collaborative Partnerships), Retrenchment, Outsourcing Strategies. Tailoring strategy to fit specific industry – Life Cycle Analysis - Emerging, Growing, Mature & Declining Industries.

Unit- IV

Strategy implementation - Project implementation – Procedural implementation – Resource Allocation – Organization Structure – Matching structure and strategy, Behavioural issues in implementation

– Corporate culture – Mc Kinsey' s 7s Framework - Concepts of Learning Organization . Functional issues – Functional plans and policies – Financial, Marketing, Operations, Personnel, IT. Strategy Evaluation – Operations Control and Strategic Control - Symptoms of malfunctioning of strategy — Balanced Scorecard.

UNIT- V

New Business Models and strategies for Internet Economy: Shaping characteristics of E- Commerce environment – E- Commerce Business Model and Strategies – Internet Strategies for Traditional Business – Key success factors in E- Commerce – Virtual Value Chain.

Cases in strategic management: A minimum of 5 cases encompassing the above topics to be analyzed and discussed in the class.

Books Recommended:-

1. A Thompson Jr., A J Strickland III, J E Gamble, Crafting & Executing Strategy – The Quest for Competitive Advantage, Tata McGraw Hill, 4th ed., 2005.
2. Ranjan Das, Crafting the Strategy: Concepts and Cases in Strategic Management, Tata McGraw Hill, 2004.
3. Henry, Mintzberg, Bruce, Ahlstrand and Joseph, Lampel (1998). Strategy Safari. 31 Free Press, New York.
4. Gary, Hamel and Prahalad, C. K. (1999) . Competing for the Future. HBS Press.
5. Ed. C. A. Montgomery, M. E. Porter, Strategy – Seeking and Securing Competitive Advantage, Harvard Business Review Publications, 1991.

6 Peter F. Drucker, *Managing in a Time of Great Change*, Truman Talley Books / Plume Penguin Group, 1998.

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

DCC-10- (Business Legislation)Th (4 Cr)

Objectives

The course is designed to assist the students in understanding basic laws affecting the operations of a business enterprise.

Course Contents

- I. The Indian Contract Act, 1872: Essentials of a Valid Contract. Void Agreements. Performance of Contracts. Breach of Contract and its Remedies. Quasi-Contracts.
- II. The Sale of Goods Act, 1930 : Formation of a Contract. Rights of an Unpaid Seller. Consumer Protection Act.
- III. The Negotiable Instruments Act, 1881: Nature and Types. Negotiation and Assignment. Holder-in-Due Course, Dishonour and Discharge of a Negotiable Instrument. Arbitration
- IV. The Companies Act, 2013; Nature and Types of Companies. Formation. Memorandum and Articles of Association. Prospectus Allotment of Shares. Shares and Share Capital. Membership. Borrowing Powers.
- V. Management and Meetings. Accounts and Audit. Compromise Arrangements and Reconstruction. Prevention of Oppression and Mismanagement. Winding Up. Cyber Laws.

Suggested Readings

1. Avtar Singh. Company Law. 11th ed. Lucknow, Eastern, 1996.
2. Khergamwala, J S. The Negotiable Instrument Acts. Bombay, N.M. Tripathi, 1980.
3. Ramaiya, A. Guide to the Companies Act. Nagpur, Wadhwa, 1992.
4. Shah, S M. Lectures on Company Law. Bombay, N.M. Tripathi, 1990.
5. Tuteja, S K. Business Law For Managers. New Delhi, Sultan Chand, 1998.

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

DSE (1-4) Th/ Practical (4 Cr)

DSE 1 Foreign Exchange Management

DSE 2 Techniques of Financial
Analysis

DSE 3 Corporate Taxation

DSE 4 Merchant Banking

DSE 1 Foreign Exchange Management

INTERNATIONAL FINANCIAL MANAGEMENT

Course Contents

Unit I: International Finance: Overview Globalization and the Multinational Firm; International Monetary System, Balance of Payments, The Market for Foreign Exchange.

Unit II: Foreign Exchange Arithmetic: Forward Exchange contracts, Forward Exchange Rates based on cross rates, Interbank deals, Execution of forward contract, Cancellation/Extension of forward contract, Currency Swaps, International Parity Relationship and Forecasting Foreign Exchange Rate.

Unit III: International Financial Markets & Cash Mgt.: International Banking and Money Market, International Bond Market, LIBOR, International Equity Markets, ADR, GDR, EURO, Multinational Cash Management.

Unit IV: International Portfolio Management with Exposure Management: International Portfolio Investments, Foreign Direct Investment and Cross-Border Acquisitions, Management of Economic Exposure, Management of Transaction Exposure, Management of Translation Exposure, Foreign Trade Contracts & Procedures.

Unit V: International Commercial Terms: Incoterms, Letters of Credit - Meaning and Mechanism, Types of Letters of Credit, Operation of a Letters of Credit, Export-Import Bank of India, Export Credit Insurance.

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

DSE 2 Financial Statement Analysis and Reporting

UNIT I

Introduction, Indian Economy, Industry & Industrial scenario in India, Forms of business organizations, Sole Proprietorship, Partnership firms and private companies, Public and Govt. Companies. Content of annual reports, Quality of financial reporting, Reporting regulation in India, Reporting regulations for Partnership firms, Reporting, regulations of Companies.

UNIT II Nature & objectives of Financial Statements, Uses & Limitations of Financial Statements, Stakeholders of financial statements, Income Statement, Income Statement. Income Statement, Income Statement, Balance Sheet, Balance Sheet, Balance Sheet.

UNIT III :

Report preparation of financial statement analysis, Types of business combinations, Consolidated financial statements, Consolidated financial statements, Consolidated financial statements.

UNIT IV : Inter-company transactions and profit confirmations, Inter-company transactions and profit confirmations, Minority interest, consolidated net income and consolidated retained earnings, Minority interest, consolidated net income and consolidated retained earnings, Minority interest, consolidated net income and consolidated retained earnings.

UNIT V : Balance Sheet Under Income Tax Act, Balance Sheet Under Income Tax Act, Balance Sheet Under Companies Act, Balance Sheet Under Companies Act, Balance Sheet Under Companies Act. Window dressing, Window dressing, Recent scandals in financial reporting, Recent scandals in financial reporting, Recent scandals in financial reporting.

DSE 3 Corporate Taxation

Unit-I CAPITAL GAINS

Capital Assets, Types of Capital Asset, Transfer of Capital Asset, Computation of Capital Gains

Income from other sources, Dividend Income

Unit-II TAXATION OF DEBT PRODUCTS

Taxation of Commercial Papers, Taxation of Government Securities, Tax Free Bonds, Taxation of Mutual Funds, Masala Bond, Foreign Currency Convertible Bonds (FCCB), Taxation of Financial Securities

Unit-III. TAXATION OF EQUITY PRODUCTS

Tax Treatment of Unlisted Equity Shares, Tax Treatment of Preference Shares, Tax Treatment of GDR or ADR, Tax Treatment of Share Warrants, Tax Treatment of Mutual Funds, Tax Treatment of Derivatives, Dividend Stripping, Bonus Stripping

Unit-IV. TAXATION OF OTHER PRODUCTS

Taxation of Employees Stock Option Plan (“ESOP”), Sovereign Gold Bond (SGB) Scheme, National Pension System (NPS), Real Estate Investment Trust (REITs), Infrastructure Investment Trust (InVITs) Alternative Investment Funds (AIFs), Exchange-Traded Funds (ETFs), Unit linked insurance policies

Unit-V. TAXATION – IN THE HANDS OF FOREIGN PORTFOLIO INVESTORS (FPIS)

Meaning of Foreign Portfolio Investor, Taxability under the Head Capital Gains, Taxability of Dividend Income, Taxability of Interest from Securities, Deduction of Tax at Source (TDS), Rates of Surcharge and Health and Education Cess, Tax Treatment of Different Categories of FPIs

DSE 4 Merchant Banking

Course Contents

UNIT-I

Merchant Banking: Nature & Scope, Types of Merchant Bankers, Regulation of Merchant Banking Activity.

UNIT-II

Project Preparation & Appraisal
Types of securities, Money Market Instruments
Design of Capital Structure
Savings & Primary Markets

UNIT-III

Pre-Issue Management: Types of Issues & Analysis of Prospectus
Public Issue through Prospectus, Private Placement, Bought Out Deals
Pricing of Securities, Book Building Methods
SEBI Guidelines for Public Issues
Management of Public Issues: Marketing & Underwriting, Allotment/ Refunds, Listing

Requirements

UNIT-IV

Buy-Back of Shares

Mergers, Acquisitions, Amalgamations and Takeovers

UNIT-V

Loan Syndication: Domestic & External

Advisory Services: Non-Resident Indian Investors, Overseas Corporate Body, Foreign

Institutional Investors

Recent Developments.

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

DSE-(5-8) Th (4 Cr)

1. Risk Management
2. Basics of Fintech
3. Financial Analytics
4. Banking Regulations & Functions

RISK MANAGEMENT

Course Contents

UNIT-I

Introduction to Risk Management; The meaning of Risk, Types of Risk, The cost of Risk. Risk Management, Derivatives: Definition, Classification & Features, Forwards and Futures, Participants in Derivative Markets.

UNIT-II

Hedging through Derivatives, Interest Rate Futures, Index Futures, Currency Futures, Commodity Futures , Concept of Insurance.

UNIT-III

Options Concept, Types of Trading Strategies, Option Pricing Models: BS model & Binomial model , Synthetic Options, Sensitivity of Financial Options Premium, Option Greeks.

UNIT-IV

Swap Concept: Currency Swaps, Interest Rate Swaps, Pricing of Swaps. Weather Derivatives, Values at Risk, Commodity Derivative Market.

UNIT-V

Regulatory Framework of Derivative Markets, Recent Developments in Risk Management, Exotic Options, CDS, CLBO, Risk Management Basics.

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

Text & Reference Books:

- • Gupta S.L. Financial Derivatives: Theory, Concepts, and Practices. PHI. 2016
- • Hull John C. Options, Futures, and Other Derivatives. Pearson, 10th Edition. 2017.
- • Kumar S.S.S. Financial Derivatives. PHI.
- • Chandra R. Derivatives and Risk Management. Mc Graw Hill Education, 1st Edition, 2018.

BASICS OF FINTECH

Course Contents:

Module I:

Introduction to FinTech FinTech: meaning, definition, and types of FinTech Companies. Scope of FinTech in future. E-wallets and payment system. Recent Trends in FinTech. FinTech Transformation: FinTech Evolution 1.0: Infrastructure. FinTech Evolution 2.0, FinTech Evolution 3.0.

Module II:

History of Financial Innovation .A brief history of financial innovation. Digitization of financial services. FinTech & Funds. How AI is Transforming the Future of FinTech. Technologies that power FinTech. Essential FinTech skills in the new age market.

Module III:

FinTech landscape .Introduction to the FinTech landscape, FinTech Architecture, FinTech Technologies, future of FinTech, Applications of FinTech, Use cases of FinTech in banks, Overview of FinTech startups, FinTech unicorns and business models.

Module IV:

FinTech and BFSI Banking, Financial Services & Insurance (BFSI) Value chain, the role of Financial Analyst. How FinTech changed BFSI. Modern Banking Landscape. Introduction to BankTech, Central Bank Digital Currency (CBDC). Introduction to InsureTech

Module V:

FinTech in Wealth Management FinTech Big Trends - Looking Forward. FinTech Regulations, Evolution of RegTech. RegTech Ecosystem: Financial Institutions. FinTech in Wealth Management. Technology Disruptions in FinTech. Case studies on Sustainable Finance and FinTech, Financial Markets, and Services.

Text & Reference Books:

- Chishti S, The FinTech Book - The Financial Technology Handbook for Investors, Entrepreneurs, and Visionaries, John Wiley & Sons Inc. 2022.
- H B, Jaspal Singh, N C, Financial Technology (FinTech) and Digital Banking in India, Publisher, Delhi. 2021.
- Agustin Rubini, FinTech in a Flash: Financial Technology, Zaccheus Entertainment; 3rd edition (1 January 2018).
- Steven O' Hanlon, Susanne Chishti, FinTech for Dummies, Wiley. 2021.

FINANCIAL ANALYTICS

Course Contents:

UNIT I: Introduction to Financial Analysis

Introduction to Financial Analysis. Reporting environment. Nature and purpose of financial accounting. Accruals. Fair-value accounting.

UNIT II: Analysis of Financial Decisions and Investment. Liabilities.

Analysis of Financial Decisions and Investment. Liabilities. Leases. Postretirement benefits. Off-balance sheet financing Accounting for contingencies and commitments Current assets. Inventories. Long-term assets. Depreciation. Intangible assets. Inter-corporate investment.

UNIT III: Analysis of Operating Decisions

Analysis of Operating Decisions. Income measurement. Nonrecurring items. Revenues recognition. Deferred charges. Income taxes.

UNIT IV: Profitability Analysis

Profitability Analysis. Importance of return on invested capital. Accounting drivers of performance. Reclassification of financial information Return decomposition. Session

UNIT V:

Returns, Liquidity, and Quality of Financial Information Leverage and suppliers. Financial position and profitability Forecasting. Earnings management. Conservative and aggressive accounting practices. Industry-specific manipulations.

Text & Reference Books:

- K. R. Subramanyam and John Wild. Financial Statement Analysis by, 10e, 2009.
- P. Platikanova and G. Bartllori. Custom edition Financial Reporting and Analysis, compiled. 2017
- Stephen Penman. Financial Statement Analysis and Security Valuation. 4e, 2009.
- Burdick, D., Evfimievski, A., Krishnamurthy, R., Lewis, N., Popa, L., Rickards, S., & Williams, P. Financial analytics from public data. In *Proceedings of the International Workshop on Data Science for Macro-Modeling* (pp. 1-6). 2014
- Tangucheeva, R., & Prabhu, V. Stochastic financial analytics for cash flow forecasting. *International Journal of Production Economics*, 158, 65-76. 2014
- Dubofsky, D., & Sussman, L. The changing role of the financial planner part 1: From financial analytics to coaching and life planning. *Journal of Financial Planning*, 22(8), 48-57. 2009

BANKING: REGULATIONS AND FUNCTIONING

The objective of this course is to impart knowledge to students regarding all the types of banks and its functioning

Course Contents:

Unit-I

An introduction to the Banking Business, Present structure of Commercial Banking System in India, Management and Organizational Set-up of the commercial Banks in India. Asset Liability Management Techniques and Hedging Interest Rate and Credit Risk ; Determining and Measuring Interest Rate and Controlling a Bank's Interest - Sensitive Gap, The Concept of Duration and Managing a Bank's duration Gap.

Unit – II

Managing the Bank's Investment Portfolio and Liquidity Position; The Investment function in Banking, Liquidity and Reserve Management Strategies, Managing Bank Sources of Funds ; Management of Capital Funds, Management of Deposits Management of Primary and secondary reserves.

Unit-III

Management of Loans, Working Capital Financing, Consumer and Housing loans, Equipment Financing, Priority Sector Lending, Export Financing.

Unit-IV

Merchant Banking: Nature & Scope, Types of Merchant Bankers, Regulation of Merchant Banking Activity.

Pre-Issue Management: Types of Issues & Analysis of Prospectus Public Issue through Prospectus, Private Placement, Bought Out Deals, Buy-Back of Shares. Pricing of Securities, Book Building Methods. SEBI Guidelines for Public Issues

Management of Public Issues: Marketing & Underwriting, Allotment/ Refunds, Listing and its requirements.

Unit-V

Non Fund Based Services ; Letter of Guarantee, Depository Services, Portfolio Management, Bank Assurance, Mutual Fund Marketing, Other Allied Services, E-Banking, Network Banking,

BIS in Banking, Recent Developments in Indian Banking Industry.

Suggested Readings

1. Bhole L.M. Financial Institutions and Markets TMH 4/e 2004
2. Shekar. K C Banking theory and its Practices 20 Editio.
3. Machiraju, Merchant Banking and its Service.

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

INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Objectives

The objective of this course is to impart knowledge to students regarding the theory and practice of Investment analysis & portfolio management.

Course Contents:

Unit-I

Indian Financial System. Capital Market & Money Market. Risk and Return; Types of Securities, Investment Alternatives, Non Security Forms of Investment , Listing &Delisting of Securities.

Unit-II

Mechanics of Investing; Primary Market, Secondary Market; Trading Mechanism, Stock Market Terminologies, Market Indices and Return, SEBI Regulations, Investors Protection. Dematerialization & Depositories.

Unit-III

Valuation Theories of Fixed and Variable Income Securities; The Return &Risk and the Investment Decision, Equity Research Reports : Sector analysis & Company Analysis. Major international Indices : Dow Jones ,Hang Seng .NIKKI, NASDAQ ,FTSE,CAC,CBOT etc.

Unit-IV

Stock Market Analysis – Fundamental Analysis: Economic, Industry & Company Analysis .Technical Analysis: Dow Theory , Technical Indicators, Charts, Moving Averages, Oscillators ,ROC,RSI, Efficient Market Hypothesis , Recent Developments in the Indian Stock Market.

Unit-V

Portfolio Management Markowitz, Mean Variance Criteria, Sharpe Single Index model, CAPM.

Suggested Readings

1. *Pandiyar Pumthavathy, Security Analysis &Portfolio.Mgt. New Delhi Vikas Publishing House, Pvt. Ltd., 2009.*
2. *Bhalia, V K. Investment Management: Security Analysis and Portfolio Management., 8th ed., New Delhi, S. Chand,2001.*

3. *Fischer, Donald E. and Jordan, Ronald J. Security Analysis and Portfolio Management. 6th ed., New Delhi, Prentice Hall of India, 1995.*
4. *Fuller, Russell J. and Farrell, James L. Modern Investment and Security Analysis. New York, McGraw Hill, 1993.*
5. *Haugen, Robert H. Modern Investment Theory. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.*
6. *Huang, Stanley S C and Randall, Maury R. Investment Analysis and Management. London, Allyn and Bacon, London, 1987.*
7. *Sharpe, William F. etc. Investment. New Delhi, Prentice Hall of India, 1997.*

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

SECURITIES MARKET FOUNDATION

Course Contents:

Unit-I: UNDERSTANDING SECURITIES MARKETS AND PERFORMANCE

Securities Markets

Securities

Securities Markets: Structure and Participants

Role of Securities Markets

Technological advancements in the securities market

Unit-II SECURITIES: TYPES, FEATURES AND CONCEPTS OF ASSET ALLOCATION AND INVESTING

Securities available in the securities market

Choice between Equity and Debt Financing for Issuers

Characteristics and role of equity capital

Characteristics and role of Debt securities

Choosing between Debt and Equity Investment Avenues

Hybrid Instruments

Characteristics and role of Commodities as an asset class

Derivatives as investments

Asset Allocation and Diversification

Understanding the factors underlying the investment process

Various aspects of investing in Equity

Equity Investing Process

Various aspects of investing in Debt securities

Debt Investing Process

Unit-III PRIMARY MARKETS

Primary Market: Definition and Functions

Primary Vs Secondary Markets

Intermediaries in Primary Market

Types of Issues

Types of Issuers

Types of Investors

Regulatory Framework for Primary Markets

Types of Public Issue of Equity Shares

Pricing a Public Issue of Shares

Public Issue Process of equities

Prospectus

Applying to a Public Issue

Listing of Shares

Rights Issue of Shares

Regulatory requirements for a Public Issue of Debt Securities

Public issue process for debt securities

Private Placements in Equity and Debt

Unit-IV: SECONDARY MARKETS

Role and Function of the Secondary Market

Types of secondary markets for different securities

Market Structure and Participants

Brokers and Client Acquisition

Trade Execution

Clearing and Settlement of Trades

Trading and settlement process from investor's point of view

Market Information and Regulation

Risk Management Systems

Rights, Obligations and Grievance Redressal

Secondary market trading and reporting for debt securities

Unit-V: MUTUAL FUNDS

Meaning and Description of a Mutual Fund

Terms and Concepts Related to Mutual Funds

Types of Open-ended Mutual Fund Products

Types of Closed ended Mutual Fund Schemes

Investment approaches – active and passive

Processes for Investing in Mutual Funds

Systematic Transactions

Switches

Reading Mutual Fund Information

Benefits and Costs of Investing in Mutual Funds

Regulation of Mutual Funds

Investor Service Standards

BEHAVIORAL FINANCE

Course Contents:

Unit- I: Introduction: Introduction to Behavioral Finance

Concept, Nature, Scope, Objectives, Difference between standard finance and behavioral finance, Traditional view of financial markets, Anomalies of financial markets, Limitation of efficient market hypothesis, Behavioral financial market strategies, Behavioral indicators, Psychology: Social, Behavioral, Physiological, Applied, Educational, Cognitive psychology, Boom & bust cycles, Prospect theory, Loss aversion theory.

Unit-II: Behavioral biases theories

Heuristics, Overconfidence bias, Representativeness, Anchoring and adjustment bias, Cognitive dissonance bias, Availability bias, Self-attribution bias, Illusion of control bias, Conservation bias, Endowment bias, Optimism bias, Confirmation bias. Finance & emotions, Investors & types, Characteristics of extremely successful investor.

Unit- III: Rationality

Risk aversion and expected marginal utility, Rationality in investment decisions: Concept, Limitation, assumptions for rational decision-making model, Rational decision-making process, Dependency of rationality on time horizon, Herbert Simon and bounded rationality.

Unit-IV: Factors impacting behavior of investors

Group Behavior: Conformism, Herding, Fatal attractions. Emotion and neuroscience. Factors influencing stock & stock market, External factors and investors behavior, Classification of external and internal factors influencing investors behavior,

Unit-V: Dynamic Asset Allocation

CRRA investors, Behavioral clients, Mean reversion structured wealth management process, Risk ability, Risk awareness, Risk tolerance and investment style.

Text & Reference Books:

- • Chandra P. Behavioural Finance. McGraw Hill. Latest Edition.
- • Parag P. Value Investing and Behavioural Finance. McGraw Hill. Latest Edition.

- Montier J. Behavioural Finance: insights into irrational minds and market. Wiley Finance. Latest Edition.
- Thaler Richard H. Advances in Behavioural Finance. Russell Sage Foundation. Latest Edition.2017.

CRYPTOCURRENCIES & DIGITAL TOKENS

Course Contents:

UNIT I: Cryptography Background

Cryptography Background: Encryption, Decryption, Symmetric Key Cryptography, Asymmetric Key Cryptography, Digital Signatures, Difference between private and public key, Hash, Introduction to Blockchain, Key elements of blockchain, Public and private blockchains, Introduction to Web 3.0 technology stack.

UNIT II: Basics of Cryptocurrencies

Introduction to cryptocurrency, characteristics of cryptocurrency, Advantages of blockchain technology in cryptocurrency, Examples of cryptocurrencies: Bitcoin, Ethereum, Zcash, Monero. Importance of Self-Sovereign Identity in digital mode, Eliminating third party through blockchain.

UNIT III: Tokenization

Introduction to digital assets as tokens and Tokenization, Tokens as a form of programmable assets, Tokenomics and client engagement, use of tokens to create digital ecosystems, Tokenless blockchains, Fungible and Non-Fungible tokens, social tokens, Tokens in real estate. Use cases of Tokenization of Assets, Risk and Challenges to adopting Tokenization, Factors to consider before entering Token Economy.

UNIT IV:

Applications of Crypto Cryptocurrency Mining Work, Comparison of mining pools, Cryptos vs. Stocks, stablecoins, and FD in cryptocurrency, Regulation and Legal Frameworks. The evolution of Bitcoin Hardware, Cases of successful implementation: Ethereum. Real estate, GovTech.

UNIT V: New Business Models

Proof of Stack, Proof of work, burn cryptocurrency, Regulation of cryptocurrencies, TON vs Libra vs ETH. ICOs as a new way to build financial strategy, Exchanges (Binance), wallets, Decentralized markets, and communities.

Text & Reference Books:

1. *Bashir, I. Mastering Blockchain: Distributed Ledger Technology, Decentralization, and Smart Contracts Explained. 2nd Edition. Packt. Publishing. 2018.*
2. *Mukhopadhyay, M. Smart Contract Development: Build Blockchain-based Decentralized Applications Using Solidity. Packt Publishing.2018.*
3. *S. Krishnan, Valentina E. Balas, Julie Golden, Y. Harold Robinson, S. Balaji, H. Raghvendra. Handbook of Research on Blockchain Technology. Academic Press. 2020.*
4. *Mougayar, W. Hoboken. The Business Blockchain: Promise, Practice, and Application of the Next Internet Technology. New Jersey: Wiley. 2016.*

Web Links:

- <https://www.upgrad.com/blog/cryptography-in-blockchain/>
- <https://www.simplilearn.com/tutorials/blockchain-tutorial/what-is-cryptocurrency>

DSE (13-16) Th (4 Cr)
DSE 13 Insurance Management
DSE 14 Project Management
DSE 15 Capital Investment &
Financing Decision
DSE 16 Advance Algorithmic Trading

DSE 13 Insurance Management

Course Contents

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

Functions and Organizations of Insurers, Product Design and Development, Underwriting Claims Insurance, Insurance Pricing,

UNIT-V

Insurance Intermediaries, Reinsurance, Information Technology in Insurance Emerging Issues in Insurance Sector.

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

DSE 14 Project Management

Objectives

The basic purpose of this course is to understand the framework for evaluating capital expenditure proposals, their planning and management in the review of the projects undertaken.

Course Contents

Unit I : History of project management, Project Preparation: Meaning and importance of Project;; Project management approaches: Traditional and Modern Approach ; Types of project; Project life cycle; Project planning & implementation; Management action; Investment returns; corporate strategy; Objectives of Project Planning, monitoring and control of investment projects.

Unit II: identification of investment opportunities; Pre - feasibility Studies; Project Preparation: Technical feasibility, estimation of costs, demand analysis and commercial viability, risk analysis. Project Appraisal for financial institution, Preparation of project report.

Unit III ; Project Appraisal: Business criterion of growth, liquidity and profitability, social cost benefit analysis in public and private sectors, investment criterion and choice of techniques: Estimation of shadow prices and social discount rate. Financial evaluation: Project rating index; Project Cash Flows; Cost of Capital; Project Risk Analysis; Project Rate of Return; Special Decisions Situations. Mathematically modelling for multiple projects.

Unit IV : Project Financing and Implementation: Judgmental, Behavioural, Strategic and Organizational Considerations; Financing of Project: Raising finance in domestic Market and international market; Infrastructure financing; Tax planning while Financing for projects.

Unit V :Project Review and Administrative aspects. Contemporary issues in project appraisal: Project evaluation in nonprofit sector; Project management principles by project management institute USA; Project management software.

Suggested Readings

1. Ahuja, G K & Gupta, Ravi. *Systematic Approach to Income Tax*. Allahabad, Bharat Law House, 1997.
2. Bhalla, V K. *Modern Working Capital Management*. New Delhi, Anmol, 1997.
3. Bhalla, V K. *Financial Management and Policy- 2nd ed*. New Delhi, Anmol, 1998.
4. Chandra, Prasanna. *Projects: Preparation, Appraisal, Budgeting and Implementation*. 3rd ed., New Delhi, Tata McGraw Hill, 1987.

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

DSE 15 Capital Investment & Financing Decision

UNIT -I

Overview of Financial Decisions Nature of Long Term Financial Decisions Cost of Capital
Capital Structure Decision Investment

UNIT II

Decisions Under Certainty Project Planning Capital Budgeting Decisions Economic Appraisal
Project Monitoring and Control Investment

UNIT III

Decisions Under Uncertainty Capital Budgeting Decisions and the Capital Asset Pricing Model
Project Evaluation under Risk and Uncertainty Risk Analysis in Investment Decisions

UNIT IV

Financing Decisions Financing Through Capital Markets Globalisation of Financial System and
Sources of Financing Financing Through FIS Other Modes of Financing

UNIT V

Strategic Financing Decisions Management of Earnings Financial Engineering Investors
Relations Financial Restructuring .

DSE 16 Advance Algorithmic Trading

UNIT I Introduction to R Programming, R Fundamentals, Basic mathematical and logical operations with R, working with different data-types in R, wrangling with dataframes, Exploratory data analysis and data visualization with R.

UNIT II Portfolio Management and Performance Evaluation: Portfolio Management strategies, Active vs Passive Portfolio Management, Value vs Growth investing, One-parameter performance measures Timing & Selection performance measures, application of asset pricing models in performance management

UNIT III: Introduction to Algorithmic Trading: Technical analysis and trend determination, Dow Theory, Moving averages, Momentum indicators, Classical price patterns.

Advanced time-series regression algorithms: ARMA/ARIMA models, Mean reverting trading strategies with vector error correction models and cointegration, model risk management, back testing, model validation, and stress testing with R

UNIT IV: Advanced time-series algorithms for financial risk-management: Value-at-risk, Expected Shortfall, ARCH/GARCH models, implementation with R

UNIT V: Advanced topics: Alternative versions of CAPM, Delineating Efficient Frontier, Performance Evaluation with Multi-index models, Portfolio construction, optimization, back-testing, and visualization with R

DSE(17-20) Th (4 Cr)

DSE 17 Wealth Management

DSE 18 Depository Operations

DSE 19 Finance Management - Global Perspective

DSE 20 Credit Rating

DSE 17 Wealth Management

Course Contents

UNIT-I

Introduction: Financial Planning : Background, Role of Financial Planner, Financial Planning Process, Client Data Collection, Client Data Analysis, Life Cycle, Wealth Cycle, Risk Profiling and Asset Allocation.

UNIT-II

Financial Plan, Goal-based Financial Plan, Comprehensive Financial Plan, Financial Blood-Test Report (FBR), Financial Planning in India.

Investment Products & Services

Derivatives:-Futures, Options. Mutual Fund. Venture Capital / Private Equity Funds. Hedge Funds, Structured Products, Portfolio Management Services (PMS).

Investment Evaluation Framework

Risk-Return Framework, Risk:-Standard Deviation, Beta.

Risk Adjusted Returns:-Sharpe Ratio, Treynor Ratio, Alpha

UNIT-III

Investment & Risk Management: Equity

Role of Equity, Active and Passive Exposures, Returns from Passive, Exposure to S&P CNX Nifty, Sector Exposure and Diversification, Fundamental and Technical Analysis, Fundamental Valuation Approaches, Investment and Speculation, Leveraging.

Investment & Risk Management: Debt

Role of Debt, Deposits and Debt Securities, Valuation of Debt Securities, Yields and Interest Rate Risk, Interest Rate and Debt Investments, Credit Exposure and Debt Investments, Concentration Risk, Passive Investments in Debt.

Investment & Risk Management: Alternate Assets

Gold:-Role of Gold, Gold Investment Routes, Rupee returns from Gold.

Real Estate:-Role of Real Estate, Real Estate Investment Routes, Real Estate Indices

SSELECTIVVELLY-Invest Classification Scheme for Investment Products

UNIT-IV

Risk Profiling & Asset Allocation

Risk Profiling, Why Asset Allocation?, Strategic Asset Allocation, Tactical Asset Allocation, Fixed Asset Allocation, Flexible Asset Allocation, Asset Allocation Returns in Equity and Debt:- Fixed Asset Allocation with Annual Re-balancing, Flexible Asset Allocation.

Asset Allocation Returns in Equity, Debt and Gold:-Fixed Asset Allocation with Annual Re-balancing, Flexible Asset Allocation

Allocation to Speculation, Diversification in Perspective.

Risk Management through Insurance:

Risk Assessment, Life Insurance, Health Insurance, General Insurance, Safeguards in Insurance

UNIT-V

Elements of Taxation:

Previous Year and Assessment Year, Gross Total Income, Income Tax Slabs, Advance Tax, Tax Deducted at Source (TDS), Exempted Income.

Deductions from Income:- Section 80C, Section 80CCC, Section 80CCD, Section 80D, Section 80E, Section 80GG.

Long Term and Short Term Capital Gain / Loss, Speculation Profit / Loss, Capital Gains Tax exemption under Section 54EC, Capital Gains Tax exemption under Section 54F, Setting Off & Carry Forward

Taxation of Investment Products:

Dividend Tax / Tax on Income Distributed by Mutual Fund, Securities Transaction Tax (STT), Capital Gains Taxation, Taxation of Fixed Deposits and Fixed Maturity Plans:-Fixed Deposits, Fixed Maturity Plans (FMP)

Dividend and Growth Options in Mutual Fund schemes, Wealth Tax.

Estate Planning:

Background, Assets & Liabilities, Nomination, Inheritance Law, Will , Trust.

Recent trends in wealth management.

DSE 18 Depository Operations

UNIT -I Introduction to Depository

Meaning of Depository ,Need for a depository system , ,functions of a depository, legal framework of depositories function in India.

UNIT -II Depository and its Business Partners

Depository participants (DPs) ,Clearing Corporation (CC),Issuers and Registrar and Transfer Agents

UNIT -III Functions of Depository Participant -Account Opening

Introduction to the Functions of Depository Participant -Account Opening

types of account with a DP,Beneficiary Account,Clearing ,Member Account

Closure of account,Freezing of account

UNIT -IV. Functions of Depository Participant – Account Operations

Basic Services Demat Account (BSDA),operation of a Joint Account

Internet Based Depository Operations of NSDL,Internet Based Depository Operations of CDSL

UNIT -V

Functions of Depository Participant – Transmission and Nomination

Concept of Transmission of Securities, Concept of Nomination of Securities, Transmission of

Securities, Functions of Depository Participant –Dematerialization, International Securities

Identification Number (ISIN),Dematerialization Process, Rematerialisation

process,Destatementization process, Restatementization process

DSE 19 Finance Management - Global Perspective

Course Contents

I. Types of Foreign Exchange Markets and Transactions, Quoting Foreign Exchange Rates, Spread, Official and Free Market Rates, Cross Rates, Forward Rates, Quoting Forward Rates, Currency Majors.

II. Organisation of the Foreign Exchange Markets; Currency Futures; Currency Options; an Introduction to Financial Swaps : Major types, Basic Practical Aspects of SWAP, Motivation Underlying Swaps, Application of Swaps, Valuation of Swaps

III. Corporate Exposure Management: Alternative Definitions of Foreign Exchange Risk. Exposure Information System, Alternative Strategies for Exposure Management, Exposure Management Techniques, Organization of the Exposure Management Function; Parameters and Constraints on Exposure Management, Hedging & Choosing basics of hedging technique

i.e. hedging Scepticism.

IV. Theory and practice of Forecasting Exchange Rates-Economic Fundamentals, Financial and Socio-Political Factors, Technical Analysis, Tax Treatment of Foreign Exchange Gains and Losses, basics of quoting forex rates & basics of understanding live currency market.

V. Managing foreign operations-Eurocurrency markets- Eurocurrency interest rates, domestic issues v/s euro issues, International bonds market, External commercial borrowings, advantages of euro issues; Basics of FEMA.

Suggested Readings

1. *Aliber, R.Z. Exchange Risk and Corporate International Finance, London, Macmillan, 1978.*
2. *Bhalla, V.K. International Financial Management, 2nd ed., Delhi, Anmol, 2001.*
3. *Luca Cornelius Trading in the Global Currency Markets, NJ, Prentice Hall, 1 995*

DSE 20 Credit Rating

UNIT I

The credit rating industry Credit rating as a relative measure of credit risk Credit ratings as a measure of risk of non-payment ,Credit ratings as default risk grading Limitations in use of credit ratings credit ratings respond to the market environment, The evolution of key credit rating agencies

UNIT II

Institutionalising surveillance, backtesting, reporting and recordkeeping ,Duties of the rating agency as an independent provider of credit quality , Surveillance, backtesting, reporting and record-keeping: internal quality controls, External regulation of credit rating agencies , Ongoing surveillance & modification of rating

UNIT III

Bank credit ratings,Bank ratings, Overview of bank rating scale, definitions and criteria,Bank standalone assessment ,Parent and government support ,Support and structural analysis ,Country risk, Country ceiling for bank ratings ,Factors on bank failures

UNIT IV

Non-bank financial institution credit ratings Non-bank financial institution ratings,Overview of NBFII rating scale, definitions and criteria , Insurance companies, Securities market makers and securities service providers, Asset managers, Fund ratings

UNIT V

Independent role of the credit rating agencies ,Internal sources of quality control, External sources of quality control ,Principles of integrity, transparency, responsibility, good governance in action

DSE(21-24) Th (4 Cr)

DSE 21 Management of Financial Services

DSE 22 Alternative Investment Fund

DSE 23 Capital Investment & Financial Decisions

DSE 24 Pension Fund Regulation & Development Authority

DSE 21 Management of Financial Services

Unit-I

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

Unit-II

Online marketing for financial services and Introduction to Digital Marketing: concepts SEO, SMM and marketing through Facebook and Instagram.

Unit-III

Venture Capital Financing Advisory Services. Mergers/Amalgamations and Acquisition /Takeovers. Credit Rating, Credit Cards, Microfinance, Stock Broking, E-Broking Regulatory framework for Financial Services, Recent Developments.

Unit-IV

Consumers Behaviour in Service, Encounter Environmental Issues, Positioning Services in Competitive Market, Financial Services; Product Development, Designing Communication, Mix for Financial Services, The Marketing Mix for Financial Services, Designing and Managing Financial Services.

Unit –V

Problems and Challenges in Marketing of Bank Services, Marketing of Insurance Services, Marketing of Allied Services; Mutual Funds, Credit Cards, Housing Finance, Personal Loans, Factoring Services, Quality issues in Financial Services, Pricing of Financial Services.

Suggested Readings

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

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

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

Gorden, E and Natrajan Emerging Scenario of Financial Services.

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

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

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course. Cases of at least four Banks and other Institutions on Marketing Strategy will be discussed in the class

DSE 22 Alternative Investment Fund

UNIT 1 – OVERVIEW OF ALTERNATIVE INVESTMENTS

Introduction to Alternative Investment, Alternative Investment Avenues, Alternative Investments – Antecedents and Growth, Distinguishing ‘Alpha’ and ‘Beta’, Role of Alternative Investments in Portfolio Management

UNIT 2 – ALTERNATIVE INVESTMENT FUNDS IN INDIA

Evolution and Growth of AIFs in India, Trends Post-2008, Types of AIFs
Comparison of AIF Categories, Suitability and Enablers for AIF Products in India, Current AIF Market Status, SEBI (Alternative Investment Funds) Regulations 2012, General Provisions of the Foreign Exchange Management Act 1999 (FEMA)

UNIT 3 – ALTERNATIVE INVESTMENT FUND STRUCTURING

Introduction, Principle of ‘Pooling’, General ‘Pooling’ Considerations, Anatomy of AIF Constitution, Templates for AIF Structuring

UNIT 4 – INVESTMENT PROCESS AND GOVERNANCE OF FUNDS

Deal Sourcing, Due Diligence Review (DDR), Definitive Agreements, Overview of Important Investor Protection Rights, Co-investments in AIFs, Regulation on Governance Structure in AIF

UNIT 5 – FUND MONITORING, REPORTING AND EXIT

Monitoring Alternative Investment Fund Progress and Performance, Regulatory Framework for Fund Monitoring and Reporting, Context and Scope of Effective Fund Monitoring, Fund Reporting, Conflicts and Concerns in Fund Reporting, Possible Methods for Dealing with Adverse Situations, Secondary Exits (Secondaries), Exits from Portfolio Companies, Winding Up of an AIF

DSE 24 Mutual Fund

FM-304 : MUTUAL FUNDS

Course Contents

UNIT-I

Mutual Fund : Meaning and definition, Mutual Fund and Financial System.

UNIT-II

Regulatory framework of Mutual Fund, Advantages of Mutual Fund, Growth of Mutual Fund industry, Procedure of setting up new Mutual Fund, Organization and management of Mutual Fund.

UNIT-III

Types of Mutual Fund, Mutual Fund schemes and services and marketing of Mutual Fund schemes.

Systematic Approach to Investing:- Lump-Sum Investment, Systematic Investment Plan (SIP), Systematic Withdrawal Plan (SWP), Systematic Transfer Plan (STP).

UNIT-IV

Accounting, transparency and disclosures Selection of Mutual Fund scheme, Risks in Mutual Fund, Custodian Services. Recent Developments in Mutual Fund Industry. International Funds .

UNIT-

Performance Evaluation of Mutual Funds:

Risk-Return Framework, Risk:-Standard Deviation, Beta.

Risk Adjusted Returns:-Sharpe Ratio, Treynor Ratio, Jensen's Alpha, Duration based strategies.

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

GEC-(1-4) Th (4 Cr)

GEC-(1-4) Th (4 Cr)

GEC -1 Basics of Securities Market

GEC -2 Securities Operations

GEC- 3 Managerial Communications

GEC-4 Environment Management

GEC -1 Basics of Securities Market

Course Content

I TANDING SECURITIES MARKETS AND PERFORMANCE

Securities Markets .Securities,Securities Markets: Structure and Participants,Role of Securities Markets,Technological advancements in the securities market

II: SECURITIES: TYPES, FEATURES AND CONCEPTS OF ASSET ALLOCATION AND INVESTING

Securities available in the securities market,Choice between Equity and Debt Financing for Issuers,Characteristics and role of equity capital ,Characteristics and role of Debt securities

Choosing between Debt and Equity Investment Avenues,Hybrid Instruments Characteristics and role of Commodities as an asset class ,Derivatives as investments ,Asset Allocation and Diversification ,Understanding the factors underlying the investment process ,Various aspects of investing in Equity ,Equity Investing Process ,Various aspects of investing in Debt securities ,Debt Investing Process

III: PRIMARY MARKETS

Primary Market: Definition and Functions ,Primary Vs Secondary Markets ,Intermediaries in Primary Market ,Types of Issues ,Types of Issuers,Types of Investors,Regulatory Framework for Primary Markets ,Types of Public Issue of Equity Shares ,Pricing a Public Issue of Shares

Public Issue Process of equities,Prospectus,Applying to a Public Issue ,Listing of Shares

Rights Issue of Shares,Regulatory requirements for a Public Issue of Debt Securities ,Public issue process for debt securities ,Private Placements in Equity and Debt

IV: SECONDARY MARKETS

Role and Function of the Secondary Market,Types of secondary markets for different securities ,Market Structure and Participants ,Brokers and Client Acquisition ,Trade Execution ,Clearing and Settlement of Trades ,Trading and settlement process from investor's point of view ,Market Information and Regulation ,Risk Management Systems

Rights, Obligations and Grievance Redressal ,Secondary market trading and reporting for debt securities

V: MUTUAL FUNDS

Meaning and Description of a Mutual Fund ,Terms and Concepts Related to Mutual Funds

Types of Open-ended Mutual Fund Products,Types of Closed ended Mutual Fund Schemes

Investment approaches – active and passive,Processes for Investing in Mutual Funds

Systematic Transactions ,Switches ,Reading Mutual Fund Information,Benefits and Costs of Investing in Mutual Funds ,Regulation of Mutual Funds ,Investor Service Standards

Suggested Readings

1. *Pandiyam Pumthavathay, Security Analysis &Partfolio.Mgt. New Delhi Vikas Publishing House, Pvt. Ltd., 2009.*
2. *Bhalia, V K. Investment Management: Security Analysis and Portfolio Management., 8th ed., New Delhi, S. Chand,2001.*
3. *Fischer, Donald E. and Jordan, Ronald J. Security Analysis and Portfolio Management. 6th ed., New Delhi, Prentice Hall of India, 1995.*
4. *Fuller, Russell J. and Farrell, James L. Modem Investment and Security Analysis. New York, McGraw Hill, 1993.*
5. *Haugen, Robert H. Modem Investment Theory. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.*
6. *Huang, Stanley S C and Randall, Maury R. Investment Analysis and Management. London, Allyn and Bacon, London,1987.*
7. *Sharpe, William F. etc. Investment.New Delhi, Prentice Hall of India, 1997.*

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GEC -2 Securities Operations

Course Content

Unit-I- Introduction to the Securities Market

- A. Indian securities markets and its role in Indian economy
- B. Structure of Securities market
- C. Money market and its key features
- D. Products traded in the securities market.

Unit-II- Market Participants in the Securities Market

- A. Types of investors
- B. Issuers
- C. Intermediaries
- D. Regulators and regulatory framework

Unit-III- Introduction to the Securities Broking Operations

- A. Trade life cycle
- B. Front office operations
 - Client on-boarding and registration
 - KYC
 - Unique Client Code
 - Order management
 - Order routing through the exchange
 - Execution of trade
- C. Risk management practices
- D. Surveillance mechanism
- E. Back-office operations
 - Trade enrichment
 - Trade allocation
 - Trade confirmation/modification
 - Clearing and settlement

- Accounting
- Information technology
- Regulatory compliances

Unit-IV-Risk Management

- A. Risk Management practices
- B. Capital adequacy requirements
- C. Client account control
- D. Margin requirements
- E. Compliances and regulatory reporting

Unit-V-Clearing Process

- A. Clearing process
- B. Role of clearing agency in clearing of trades
- C. Role of clearing banks in clearing of trades
- D. Role of clearing members / Custodians in clearing of trades
- E. Role of depositories and depository participants in clearing of trades
- F. Clearing process for equities trading
- G. Clearing process for derivatives trading

Unit-VI-Settlement Process

- A. Settlement cycle
- B. Settlement of Internet based trading and order placed on phone
- C. Settlement of funds
- D. Settlement of securities
- E. Corporate actions adjustment
- F. Auction of securities

Unit-VII-Investor Grievances and Arbitration

- A. Redressal of investor grievance
- B. Procedure of arbitration
- C. Role of appellate arbitration

Unit-VIII-Other Services Provided by Brokers

- A. Services provided by brokers.
- B. IPO applications
 - Collection of IPO application forms
 - ASBA facility
- C. Mutual fund trading through stock exchange
- D. Portfolio management services provided by brokers.
- E. Research reports
- F. Depository services
- G. Margin trading

GEC- 3 Managerial Communications

Objectives:

The objective of the course is to make students aware of the communication techniques.

Course Contents

Unit -I

Introduction to managerial communication: Meaning, Importance & objectives - Principles of Communication, forms of communication, Communication Process, Barriers of effective communication, Techniques of effective communication.

Unit -II

Nonverbal communication: Body Language, Gestures, Postures, Facial Expressions, Dress codes. The Cross Cultural Dimensions of Business Communication. Listening & Speaking, Techniques of eliciting response, probing questions, Observation, Business and social etiquettes.

Unit -III

Managerial speeches: Principles of Effective Speech & Presentations. Technical & Non-technical presentations. Speech of introduction -speech of thanks - occasional speech - theme speech, Use of audio visual aids. Reports: Types of Business Reports - Format, Choice of vocabulary, coherence and cohesion, paragraph writing, organization reports by individual, Report by committee.

Unit -IV

Interview Techniques: Mastering the art of conducting and giving interviews, Placement interviews - discipline interviews - appraisal interviews - exit interviews. Group communication: Importance, Meetings - group discussions. Video- conferencing. Case study and written analysis of case (WAC)

Unit -V

Introduction to managerial writing: Business letters: Inquiries, Circulars, Quotations, Orders, Acknowledgments Executions, Complaints, Claims & adjustments, Collection letter, Banking correspondence, Agency correspondence, Bad news and persuading letters, Sales letters, Job application letters - Bio-data, Covering Letter, Interview Letters, Letter of Reference. Memos, minutes, Circulars, notices & Email Etiquettes.

Suggested Readings:

1. Lesikar, R.V. & Flatley, M.E. (2005). *Basic Business Communication Skills for Empowering the Internet Generation*. Tata McGraw Hill Publishing Company Ltd. New Delhi.
2. Ludlow, R. & Panton, F. (1998). *The Essence of Effective Communications*. Prentice Hall of India Pvt. Ltd.
3. Adair, J. (2003). *Effective Communication*. Pan Mcmillan.
4. Thill, J. V. & Bovee, G. L. (1993). *Excellence in Business Communication*. McGraw Hill, New York.
5. Bowman, J.P. & Branchaw, P.P. (1987). *Business Communications: From Process to Product*. Dryden Press, Chicago.

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

GEC-4 Environment Management

Unit-I

Environmental Management: Fundamentals-Sustainable Development, Implications of human population growth, Limits to growth; Environment and Business Schools; Energy Management: Fundamentals -Fossil Fuels use, Energy production and trade, Energy Balance.

Unit-II

Ecosystem Concepts - Basic Concepts and their application in Business; Industrial Ecology and Recycling Industry; Environmental Management System - EMS Standards, ISO 14000,9000,20000.

Unit-III

Environmental Management & valuation - Environmental Auditing, Clearance/ Permission for establishing industry, Environmental Accounting, Economics - Environmental Taxes Shifts, Green Funding, Corporate Mergers.

Unit-IV

Environmental Management Trade and Environmental Management, Debt and Environment; GATT / WTO Provisions; Environmental Laws - Acts, Patents, IPRS, Role of NGO'S, PIL.

Unit-V

Pollution & Waste Management - Air, Water, Land Pollution; Trade in Wastes; Water, Forest & Biodiversity Management - Water Resources, Dams and their role, Forest products and Trade ; Role of Biodiversity in International Trade; Approaches to Corporate Ethics, Bio-ethics, Environmental Ethics, Emerging trends in environment management.

Suggested Readings

1. Uberoi, N.K.; *Environmental Management, Excel Books, A-45, Naraina Phase-1, New Delhi, 2000*
2. Pandey,G.N.: *Environmental Management, Vikas Publishing House New Delhi,1997*
3. Gupta, N. Dass: *Environmental Accounting, Wheeler Publishing, 19, K.G. Marg, New Delhi, 1997*
4. Mohanty, S.K.: *Environment & Pollution Law Manual, Universal Law Publishing, G.T. Karnal Road, New Delhi,1996*
5. Harley, Nick : *Environmental Economics, MacMillan India Ltd., Ansari Road, New Delhi,1997*
6. Kolstad, Charles D.: *Environmental Economics, Oxford University Press, 2000*

GSE -(5-8)

GSE -5 Commercial Banking

GSE -6 Financial Modelling

GSE -7 Business Valuation

GSE -8 Working Capital Management

GSE -5 Commercial Banking

Course Contents

UNIT-I

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

UNIT-II

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

UNIT-III

Managing the Bank's Investment Portfolio and Liquidity Position; The Investment function in Banking, Liquidity and Reserve Management Strategies, Managing Bank Sources of Funds ; Management of Capital Funds, Management of Deposits Management of Primary and secondary reserves.

UNIT-IV

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

UNIT-V

Non Fund Based Services ; Letter of Guarantee, Depository Services, Portfolio Management, Bank Assurance, Mutual Fund Marketing, Other Allied Services, E-Banking, Network Banking, BIS in Banking, Recent Developments in Indian Banking Industry.

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

Financial Modelling

Course Contents:

UNIT I: Introduction to Financial Modelling: Introduction to Financial Modelling, Objectives of Financial Modelling, Types of Financial Models, Steps involved in Financial Modelling, Advantages of Financial Modelling, Limitations of Financial Modelling.

UNIT II: Excel for Financial Modelling:

Advanced Excel Functions for Financial Modelling, Building a Financial Model in Excel, Data Cleaning and Preparation, Formulas and Functions for Financial Modelling.

UNIT III: Financial Statements Analysis and Modelling: Income Statement Analysis and Modelling, Balance Sheet Analysis and Modelling, Cash Flow Statement Analysis and Modelling, Ratio Analysis and Modelling, Building Integrated Financial Statement Models.

UNIT IV: Valuation and Forecasting Techniques:

Discounted Cash Flow (DCF) Analysis, Relative Valuation Analysis, Forecasting Techniques and Methods, Scenario Analysis and Sensitivity Analysis, Monte Carlo Simulation for Financial Modelling.

UNIT V: Financial Modelling for Project Finance

Investment Banking Financial Modelling, Private Equity Financial Modelling, and Financial Modelling for project finance, Risk analysis and mitigation, Capital budgeting and investment analysis.

GSE -7 Business Valuation

Course Contents:

UNIT I: Business valuation

Business valuation-an Overview-Context of valuation-Approaches to Valuation-Features of the valuation process: Book value approach, Stock and debt approach, discounted cash flow approach, Relative valuation approach, option valuation approach-Features of the valuation process-Corporate valuation in practice.

UNIT II: Enterprise Discounted Cash Flow (DCF) Model

Enterprise DCF Model-Analysing historical performance-Estimating the cost of Capital-Forecasting performance-Estimating the continuing value-Calculating and interpreting the results-Other DCF models: Equity DCF Model: Dividend discount model, free cash flow to Equity (FCFE) model-Adjusted present value model-Economic profit model-Applicability and Limitations of DCF analysis

UNIT III: Relative valuation

Relative valuation-Steps involved in Relative valuation-Equity valuation multiples-Enterprise valuation multiples-Choice of multiple-Best practices using multiples-Assessment of relative valuation. Other Non DCF Approaches-Book Value approach-Stock and Debt approach-Strategic approach to valuation-Guidelines for corporate valuation

UNIT IV: Advanced issues in valuation

Advanced issues in valuation-Valuation of companies of different kinds-valuation in different contexts-Loose ends of valuation-Valuation of intangible assets: Patents, trademarks, copyrights and licenses; Franchises; Brands

UNIT V: Value Based Management

Value Based Management (VBM)- Methods and Key premises of VBM-Marakon approach-Alcar approach-Mckinsey approach-Stern Stewart approach-BCG approach-Lessons from the experiences of VBM adopters.

Text & Reference Books:

- Shannon P. Pratt and Alina V. Niculita. Business Valuation: An Integrated Theory, Second Edition 2020
- Tim Koller, Marc Goedhart, and David Wessels. Valuation: Measuring and Managing the Value of Companies, Fifth Edition 2020
- Mark Zyla, Amaresh Chakrabarti, and Jim Hitchner. The Handbook of Business Valuation and Intellectual Property Analysis, Second Edition 2018

Shannon Pratt and Roger Grabowski. Business Valuation Body of Knowledge: Exam Review and Professional Reference, Second Edition 2016.

GSE -8 Working Capital Management

UNIT – I Principles of Working capital: Introduction to Working capital, Concept of Working Capital

UNIT – II Need for Working capital, Concepts and its determinants, estimation of working capital needs.

UNIT – III Accounts Receivables Management and Factoring: Credit Policy, Nature and Goals, credit evaluation of individual accounts and its monitoring receivables, factoring: types and benefits.

UNIT – IV Inventory Management: Nature of Inventories, Need to hold inventories, objectives of inventory management, inventory Management techniques, inventory management process.

UNIT – V Cash Management: Facets of Cash Management, Motive for holding cash, managing cash collection and disbursements, investing surplus, cash in marketable securities, cash budgeting. Working Capital Finance: Trade Credit, Bank Finance and Commercial Papers