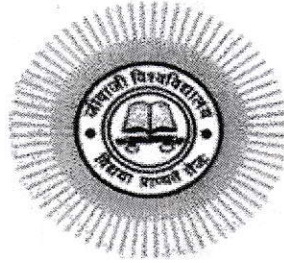


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# **JIWAJI UNIVERSITY GWALIOR**



## **MBA (FINANCE)**

**Syllabus and Scheme**

**2020– 2022**

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**MBA FINANCE  
1<sup>ST</sup> SEMESTER**

- 101: Fundamental of Financial Administration.
- 102: Application of Quantitative Techniques in financial administration.
- 103: Principles of Management.
- 104: Basic and Management Accounting.
- 105: Business and Corporate Law.
- 106: Economic Analysis.

**MBA FINANCE  
II<sup>nd</sup> SEMESTER**

- 201: Business Communication.
- 202: Fundamentals of Financial Management
- 203: Business Environment.
- 204: Operation Research.
- 205: Organizational Behaviour.
- 206: Fundamentals of Marketing.

**MBA FINANCE  
III<sup>rd</sup> SEMESTER**

- 301: Project Management.
- 302: Financial Services.
- 303: Research Methodology.
- 304: Banking Law and Practice.
- 305: Management Information System.
- 306: Optional Papers
  - (a) Security Analysis and Portfolio Management.
  - (b) Financial Administration of India.
  - (c) Advertising Management.

**MBA FINANCE  
IV<sup>th</sup> SEMESTER**

- 401: Computer Applications in financial Administration.
- 402: E-Business and Cyber Laws
- 403: Working Capital Management.
- 404: International Marketing.
- 405: Strategic Management.
- 406: Optional Papers
  - (a) International Financial Management.
  - (b) Fundamentals of Retail Management.
  - (c) Marketing Services.



3

**MBA FA -101**  
**FUNDAMENTAL OF FINANCIAL ADMINISTRATION**  
**CORE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- UNIT – I      Meaning, Evolution & significance of financial administration, Financial administration Under capitalist & socialist system, Agencies involved in financial administration.
- UNIT – II      Union State financial relation, Resources Mobilization & Utilization, Management Accounting & Accounting system in India, Parliamentary financial control.
- UNIT – III     Budget – Meaning, Principles, Implications, Budget Cycle, Budgeting Process in India, Indian Budget before the parliament. -
- UNIT – IV     Evolution & objectives of Fiscal policy in India, Non- Tax revenue, Non development expenditure, Impact of Fiscal Policy, Fiscal policy, Equity & social justice.
- UNIT – V      Principles of tax administration, Direct taxes administration, Administration of indirect taxes, Problems of tax evasion and avoidance's, reforming tax administration, Rationalization of indirect taxation.

**Suggestive Readings**

Financial Administration: M.J.K. Thavraj



**MBA FA - 102**  
**APPLICATION OF QUANTITATIVE TECHNIQUES IN**  
**FINANCIAL ADMINISTRATION**  
**CORE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- UNIT – I     **Introduction:** Concept, Scope, Nature, Importance and limitations of statistics, function of statistics, Collection of data, Arithmetic average, weighted mean, mode and median.
- UNIT – II     **Dispersions and Skewness :** Concept of dispersion, methods of measuring dispersion Quartile deviation, mean deviation and standard deviation, coefficient of variation, Coefficient of skewness method by Karl Pearson's and bowley's.
- UNIT – III    **Correlation and Analysis:** Concept and importance of correlation, Types of correlation, Coefficient of correlation method by Karl Pearson's Spearman's and concurrent Deviations, probable error.
- UNIT – IV     **(A) Regression Analysis:** Meaning and uses of Regression analysis, Regression lines, Regressions coefficient, Regressions equations by using method of least square.  
**(B) Index Numbers:** Meaning and uses of Index number, Methods of constructing index numbers – Simple Aggregate method, Weighted Aggregates methods, Fisher's ideal method.
- UNIT – V     **(A) Probability:** Meaning and Importance of the Concept of probability, calculation of Probability: Addition theorem, multiplication theorem and Bayes theorem (Simple Problems).  
**(B) Chi- square test:** Meaning & uses of chi square measures, Degrees of freedom Computation of the value of chi square Yate's correction.  
**(C) Test of hypothesis:** Test of significance of small samples –'t' test & 'f' test.

**Suggestive Readings :-**

1. Elhance & Elhance – statistics
2. S.P.Gupta                 - statistics

**MBA FA – 103**  
**PRINCIPLES OF MANAGEMENT**  
**CORE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- UNIT – I     **Introduction** – Concept of management and its significance, management process, Management Roles, management levels and management skills, Functional areas of Management, Trends in professionalisation of management in India. Scientific management school, Human relations school, Behavioural school, System & Contingency approach.
- UNIT – II     **Planning** – Concept, Process, Types and Significance, Types of plan, Objective setting: Concept and types and process of setting objectives, M.B.O.: concept, process and managerial implications, Decision Making: concept, process, types and techniques of Decision Making.
- UNIT – III    **Organizing** – nature, principle, Process, and Significance of organizing, concepts in Organizing, Line and staff authority, Departmentation, Span of management, Centralisation and Decentralisation, principles of Organizational Designing, types of Organizational Structure
- UNIT – IV    **Directing** : Concept, Nature, Scope, principles of Direction, leadership styles, Motivation Concept and Implications, Communication Concept, process, Barriers to Communication and Building and Effective system of Communication, Media and Channels of Communication
- UNIT – V     **Coordination and Control**: Nature, Scope and Techniques of Coordination; nature, process. Types, areas of exercising control, Major Control system and Modern Techniques of Control.

**SUGGESTED READINGS**

**Koontz and O'Donnell & Weilrich: Elements of management**  
**Newmann & Summer: Process of Management**  
**R.D. Agrawal: Organization and Management**  
**Peter Drucker: Practice of Management**  
**L.M. Prasad: Principles of Management**



**MBA FA 104**  
**BASIC AND MANAGEMENT ACCOUNTING**  
**CORE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- Unit - I**      **Accounting** –Nature and Objectives, concepts , conventions and principles of Accounting, Double Entry System, Accounting Cycle, Journal, Ledger , Cash Book and Trial Balance.
- Unit – II**      Concept of Provision Reserves, Depreciation accounting, final accounts with adjustments.
- Unit – III**      **Accounting and Major Cost Concepts** – Concepts and classification of cost, Methods and Techniques of Costing, Managerial Costing and Break even Analysis, Standard Costing and Various Analysis – Computation of Material and Labour variance only.
- Unit – IV**      **Statement of Change in Financial Statement –**  
**Fund Flow Analysis** – Meaning and Concept of Funds and Fund flow, Significance, Importance and Limitation of Fund Flow Statement.  
**Cash Flow Analysis** – Comparison between fund flow statement and cash flow statement, Significance and time taken of cash flow statement, Preparation of cash flow statement.  
**Ratio Analysis** – Capital Structure Ratio, Profitability Ratio, Turnover Ratio, Solvency Ratio
- Unit – V**      **Budgeting and Budgetary Control** – Meaning Object, Characteristics of Budgetary Control, Advantages and Limitation of Budgetary Control, Preparation of Sales Budget, Cash Budget, Flexible Performance Budgeting, Concept of Management Audit and Responsibility Accounting.

**Suggested Reading:**

1. Robert Anthony                      : Management Accounting.
2. Khan & Jain                            : Management Accounting.
3. Horn Gren Charles T                : Introduction to Management Accounting.
4. Hingo Rani, Ramnattan              : Management Accounting.  
And Grewal
5. Bhattacharya & Dearden            : Text and Cases Accounting for Management.
6. Manmohan and Goyal                : Principles of Management Accounting.
7. Kulshreshtha, N.K.                  : Theory and Practical of Management Accounting
8. G.M.Pandey                            : Management Accounting.
9. S.N.Maheshwari                       : Management Accounting.

**REVISED SYLLABUS**  
**MBA FA 105**  
**BUSINESS AND CORPORATE LAW**  
**CORE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- Unit – I Indian Contract Act, 1872** - Meaning and Essentials of a valid contract; legality of Objects; Special Contracts (Indemnity and Guarantee, Bailment and Pledge, Contract of Agency).
- Unit – II Negotiable Instrument Act** –Definition, Types and Characteristics of Promissory Note, Bills of Exchange and Cheque, Holder and Holder in Due Course, Endorsement, Instruments Obtained by Unlawful Means, Dishonor and Discharge of Negotiable Instrument.
- Intellectual Property Rights Acts** - Meaning of IPR, The Patent Act 1970 – Meaning of Patent, Kinds, Procedure for grant of patent, right of patentee, infringement of patent. The Copyright Act 1957 – Meaning of copyright, registration of copyright, terms of copyright, infringement of copyright.
- Unit – III Sale of Goods Acts, 1930** - Essentials of a Contract of Sale, Conditions and Warranties, Rights and Duties of Buyer, Transfer of Ownership of Goods, Rights of an unpaid Seller and Buyer's Beware.  
**Partnership Act 1932** – Concept of Partnership and its Major Provisions- Partnership Deed, Incorporation and Dissolution.
- Unit – IV Companies Act 1956**, Management of joint stock companies in India appointment role, Functions, Duties and Liabilities of Company Directors and Managing Director.
- Unit – V Law Relating to Information:** Right to Information Act, 2005 Definitions; right to information; obligations of public authorities; request for obtaining information, disposal of request; exemption from disclosure of information; grounds for rejection to access in certain cases; severability; central information commission- its constitution, term of office, conditions of service and removal; the powers and functions of information commissions; appeals and penalties.

**Suggested Reading :**

- |                           |   |                 |
|---------------------------|---|-----------------|
| 1. N.D.Kapoor             | : | Mercantile Law. |
| 2. V.K.Batra, & N.K.Kolra | : | Mercantile Law. |
| 3. P.K.Malik              | : | Industrial Law. |
| 4. M.C.Kuchhal            | : | Mercantile Law. |
| 5. R.C.Chawla & Garg      | : | Mercantile Law. |
| 6. O.P.Gupta              | : | Mercantile Law. |
| 7. Varshney               | : | Mercantile Law  |

**MBA- FA 106**

**ECONOMIC ANALYSIS**  
**CORE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- UNIT – I** (A) **Concept of Economics:** Wealth Oriented View, Welfare View, Scarcity View, Development View and Endless Society View.  
(B) **Economics of Consumer Analysis:** Marshallian Approach, Law of Diminishing Marginal Utility, Law of Substitution and Consumer Surplus.
- UNIT – II** **Economics of Consumer Analysis (Modern Approach)** – Indifference curve, Analysis, its characteristics, consumer equilibrium through indifference curve, derivation of demand curve through indifference curve.
- UNIT – III** **Economics of production analysis** – Traditional Approach, returns of scale, laws of return and production function. Modern approach, ISO Product curve and optimum factor combination
- UNIT – IV** **Concept of Price Determination** – Demand and supply Analysis, law of demand, elasticity of demand, law of supply, elasticity of supply  
Cost of Revenue Analysis – Cost, Concept, Cost Curve, revenue concept and revenue curve.
- UNIT – V** **Analysis of price determination** – Price determination under perfect combination, imperfect combination and monopoly, trade cycles its theories and causes

**Suggestive readings**

- H.S. Agrawal** : **Microeconomics**  
**M.L. Seth** : **Microeconomics**  
**Mehta** : **Management Economics**



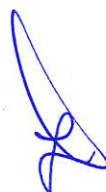
**MBA - FA 201**  
**BUSINESS COMMUNICATION**  
**CORE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- Unit I : Meaning and process of communication. Different objectives of communication, Media of communication, Sharpening the tools of business communication, Barriers of effective communication.
- Unit II : Developing oral communication skills – Pronunciation, Phonetics consulting dictionaries, Listening skills, Making effective presentation, Conducting Meetings, Telephonic conversation.
- Unit III : Developing written communication skills, Building up vocabulary, Correctness in grammar and punctuation, Structure and lay out of letters [ Sales, credit collection etc. ] Tenders Memorandum, Notices, Agenda, minutes.
- Unit IV : Basic negotiation skills : Interviews – How to face and how to conduct – case studies. Work atmosphere and dealing with disciplinary matters, Negotiation Skills
- Unit V : Report Writing : Types of reports, Editing a report – Summarising reports, Making the precis and its importance.

**Book Recommended :**

- 1- Business written communication for business students – C. J. Parsens & S.J. Hughes.
- 2- Effective English communication – Krishna Mohan & Meenakshi Raman
- 3- Practical communication skills – Edited by Chrissie Wright
- 4- Fittmani Business Ternus phrases and abbreviations.
- 5- Prentice – Hall Encyclopadic dictionary of business.
- 6- Diclimary of foreign words and Phrases. Ed. Maxim newmark.( Jhanies and Hudson. )



**MBA - FA 202**  
**FUNDAMENTALS OF FINANCIAL MANAGEMENT**  
**CORE**  
**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- Unit - I**      **Introduction** - Nature and concept of Finance Function and its relationship with other functional areas of management, distinction between accounting and finance function. Objectives of Financial Management. Organization for finance function, functions and responsibilities of financial executives, financial planning and financial forecasting, sources of long term finance shares and debentures.
- Unit - II**      **Capital Structure Planning** – Pattern of financial requirement, objectives of an optimum capital structure, security mix, consideration of risk, income and control. Capitalisation and Capital Structure Theories, Leverage analysis, management of corporate debt capacity.
- Unit - III**      **Management of Fixed Capital** – Concept, Relevance and Computation of Cost of Capital, Nature and Scope of Capital Budgeting, various methods of ranking investment proposals, capital rationing.
- Unit - IV**      **Management of Working Capital**- Concept of working Capital, nature and Scope of Working Capital management, Approaches to the financing of current assets, financing of working capital in India, estimation of Working Capital and analysis of Working Capital.
- Unit - V**      Management of earnings - nature and scope of management of earnings, dividend policy and dividend models, Walter's Model, Gordon's Model, M M Hypothesis, Pattern of Dividend Policies , Ploughing Back of profit.

**Suggested Reading :**

1.      S.N.Maheshwari      : Financial Management
2.      I.M.Pandey              : Financial Management
3.      Sharma and Gupta      : Financial Management



**REVISED SYLLABUS**  
**MBA - FA 203**  
**BUSINESS ENVIRONMENT**  
**CORE**

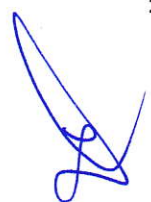
**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- UNIT - I**     **Introduction** – The Concept, Nature, Significance of Business Environment, Salient Features of Capitalism, Socialism, Mixed Economy, Emergence of Public Sector, Public Sector Reforms, Emergence of Private Sector or Privatization, Impact of changing dimensions on business
  
- UNIT – II**    **Socio-Cultural and Political Environment** – Consumer Protection Act, Ethics and Culture of Business, , corporate social responsibility in India  
Meaning, theories and models of corporate governance; corporate boards and its powers, responsibilities; Board committees and their functions
  
- UNIT – III**    **Industrial and Economical Environment** – Industrial Policy (Recent), IDRA Act 1951, Industrial Development during five years plans – Achievements and Impediments, Industrial Sickness, MRTTP Act 1969 (as amended upto date) , Fiscal and Monetary Policies, Export and Import Policy, FEMA.
  
- UNIT – IV**    **Technological and Ecological Environment** – Foreign Capital and Technology , FIPB- its Role, SEBI – its Role, Role of business and management in controlling pollution, Environment Scanning- Nature, scope and process.
  
- UNIT – V**     **E- banking in India** – Concept , types and objectives of E- banking, recent technological developments in Indian banking ( ATM , Debit and Credit Cards, EMI, EFT)  
Role of Multinational Corporation (MNCs) and transnational Corporation (TNCs) in Indian Economy, Policy of Liberalization and Globalization

**Suggested Reading :**

1. Khera, S.S.	: Government and Business
2. Cherunilam, F.	: Business Environment
3. Adhikari, M.	: Economic Environment of Business
4. K.Aswathapa	: Essential of Business Environment
5. Ghosh, P.K., Kapoor & G.K.	: Business Society
6. Dwijendra Tripathi	: Business Politics in India
7. Kohli and Restura	: Business Environment
8. Suresh Bedi	:Business Environment ( Excel Books, 1 <sup>st</sup> Edition)
9. Mishra S K & Puri V K	:Economic environment of Business (Himalaya Publishing House, 3 <sup>rd</sup>
10. Shaikh & saleem	: Business Environment(Pearson, 1 <sup>st</sup>

Edition)  
Edition)



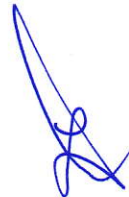
**MBA FA – 204**  
**OPERATION RESEARCH**  
**CORE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- UNIT – I    **Operation Research:** Nature, Significance and purpose of Operation research, Basic concept and Definition, Methodology of operation research, Types of Models.
- UNIT – II    **Linear Programming:** Introduction to linear programming, Graphical, Simplex Methods, duality Problems.
- UNIT – III    **Statistical Decision theory:** Meaning and Scope, Decision Framework, Decision under Certainty and Uncertainty, Decision Tree, Game theory and Two person Zero- Sum game (Pure and Mixed Strategies).
- UNIT – IV    **Network analysis & Allocation Models:** Network analysis, Introduction, Time Estimate in Network analysis, Critical Path Method, Pert, System of three time estimates, Transportation and Assignment problems.
- UNIT – V    **Queuing, Inventory Control and Replacement Problems:** Queuing Theory- Basic components of queuing system, Assumption in queuing theory, Problems Relating to model (m/m/I) (FCFS) ( Without Proof )  
Inventory Control – Economic order quantity, problem relating to models with Uniform rate of demand with and without shortages ( without proof). Elements of Replacement theory – problems relating to replacement of equipment that deteriorates with time ( with or without change in money value).

**Suggestive Readings :**

- 1    Operation Research    V.K.Kapoor



**MBA FA – 205**  
**ORGANIZATIONAL BEHAVIOUR**  
**CORE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- UNIT – I**     **Introduction :** Organization and organization Behaviour, Key determinants of Behaviour in organization, goals, elements and focus of O.B. and Contribution of other disciplines to O.B., O.B. models & their Implementation.
- UNIT – II**     **Biological Foundation of human Behaviour Personality:** Concept, determinants, effect of personality on behaviour, Personality traits, theories & test of personality.  
**Learning:** Definition, theories, shaping & learning curves.  
**Attitudes:** Concept, Characteristics, function & formation of attitude, Measurement of attitude, cognitive dissonance theory.  
**Perception:** Concept, Process and Factors allocating it. Motivation; motives and behaviour, theory of motivation.
- UNIT – III**     **Group Dynamics:** Concept, Characteristics, Types, Stages of Group Development, Group Behaviour Models, Group Cohesiveness, Group Norms, Group Think and Group Shift.  
 Work Teams: Group Vs. teams, types creating high performance teams, Turning individuals into team players.
- UNIT – IV**     **Organizational Power Structure and Leadership Patterns:**  
 Power: Meaning, Types, Distinction between, power, authority and influence, contingency approaches to power.  
 Leadership: Meaning, traits of an effective leadership, leadership behaviour, types of leader, managerial grid, theory of leadership, emerging trends of leadership.
- UNIT – V**     **Organization change and Development:**  
 Organizational Change: Definition, Goals of OC, Forces for change, Resistance to Change, Overcoming resistance and managing OC.  
 Organizational Development: Concept, values, Techniques, Organizational Culture and Climate, Organizational Effectiveness, management of Stress and conflict in organizations.

**Suggestive Readings**


**L.M. PRASAD – ORGANIZATIONAL BEHAVIOUR**  
**P. ROBBINS – ORGANIZATIONAL BEHAVIOUR**

**MBA FA – 206**  
**FUNDAMENTALS OF MARKETING**  
**CORE**  
**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- Unit I: **Introductory** : Concept and scope of Marketing, difference between marketing and selling, Marketing Mix, Market segmentation, Marketing planning Strategies and Approaches, Modern concept of marketing
  
- Unit II: **Consumer Behaviour and Marketing Research** : Concepts of consumer behaviour, Buying Motives, Study of consumer behaviour and Motivational Research, Marketing Information System, marketing Research and Its types, nature and scope, Role and Methods of conducting marketing Research .
  
- Unit III: **Product Management** Nature and scope of product policy decision, Product line and Product life cycle, Product Planning and Development, process of developing new products, product diversification, Product improvement, product dropping, branding and trade marks.
  
- Unit IV : **Product Pricing** : Concept, nature and scope of Product policy decision, price policy consideration, objectives and strategies of pricing, selling below cost, price dumping, price discrimination, resale price maintenance, government regulation of pricing.
  
- Unit V : **Promotion & Distribution Management** : Decision relating to Channels of Distribution, different channels of distribution, choices of Channel, management of Physical distribution. A study of Promotion mix, Advertising, Sales promotion, Public Relations and personal selling.

**Suggested Readings :**

Kotler Philip	-	Marketing Management
Gandhi	-	Marketing Management
Sontakki C. N.	-	Marketing Management



**MBA FA 301**  
**PROJECT MANAGEMENT**  
**CORE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

**UNIT – I Introduction** - Concept of Project Management, characteristics of a project, categories of project, project life cycle, phases, tools and techniques for project management, project manager and his problems, roles and responsibilities of a project manager.

**UNIT – II Project formulation and analysis** – market aspect in project formulation: (a) Input Analysis, Market and demand analysis – Collection of Secondary Information, conduct of market survey, characterization of market demand forecasting  
Technical aspect of project formulation - input analysis, location and site, size and cost of land, raw material, utilities, manpower transport facility, incentives and concession. Environment consideration climatic and national hazard consideration.  
Financial aspect of project formulation – Estimation of cost of project , Operating cost means of finance , working capital requirements ant its sources, Estimates of Working Capital Results, Project Cash Flows.

**UNIT – III Project Implementation Stages** – initiating the project, specifying, and scheduling the work , clarifying authority, responsibilities and relationships, obtaining resources. Establishing control system, Directing, Controlling. Bottlenecks in project implementation, Guidelines of Planning Commission for Effective Implementation of the project, pre- requisites for successful project implementation.

**UNIT – IV Project Evaluation** – Objectives, Types , Methods of Project Evaluation. Appraisal criteria – Net Present Value Benefit cost ratio, Internal Rate of Return , Pay back Period , Investment Appraisal techniques in U.S. , Germany and Japan. Project Evaluation Under Uncertainty

**UNIT – V Project Management** - Forms of Project Organisation, Project Planning, Project Control, Human Aspect of Project Management ,Pre – requisites for successful project management, Network Techniques in Project Management

**Suggestive Readings**

- 1 Dr. Prasanna Chandra : project planning analysis , selection and Implementation
- 2 Goyal : Project Management
- 3 P.C. K. Rao : Project Management and Control



**REVISED SYLLABUS**  
**MBA – FA 302**  
**FINANCIAL SERVICES**

**CORE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

**Unit - I**      **Introduction** -Evolution and Role of Financial Services Companies in India, Indian Financial System Organisational structure, Financial System and Economic Development – Meaning, Basic functions, Rudimentary Finance, Direct Finance and Indirect Finance, Management of Risk in Financial Services and Regulatory Framework for Financial Services

**Unit – II**      **Leasing Financing and Hire Purchase –**  
**Lease** – Meaning type of Leasing, Financial Evaluation of Leasing: Lease; Point of View, Lessors Point of View.  
Economic Pros and Cons of Leasing: Advantage and Limitation from Lessee and Lessor Point of View.  
**Hire Purchase** – Meaning and Hire Purchase, Legal Position of Hire Purchase, Hire Purchase V/S Installment Payment System, Hire Purchase V/S Lease Financing, Sale V/S Hire Purchase Financing.

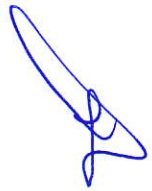
**Unit – III**      **Consumer Finance –**  
**Housing Finance** - Introduction, National Housing Bank (NHB) Direction, Housing Finance System, Housing Finance Scheme, Finding of HFC's.  
**Bills Discounting** – Types of Bills, Discounting of Bills of Exchange, Purchasing of Bills, Drawer Bills and Drawers Bill, Refinance facility from RBI.  
**Credit Cards** – Functioning of Credit Cards, Concept of billing and Payment settlement procedure

**Unit – IV**      **Factoring and Forfeiting - Distinctive**, Function of Factors, Types / Forms of Factoring, Difference between Factoring and Forfeiting Difference between Factoring forfeiting and Export Factoring Bank Services Various factoring Services, Legal Aspect of Factoring.  
**Mutual Fund** – Meaning Regulatory Mechanism: SEBI Mutual Fund Regulate Mutual Fund Characteristic, Advantages of Mutual Fund Classification of Schemes.

**Unit – V**      **Financial Intermediaries and Credit Rating –**  
**Insurance and UTI** – Meaning of Insurance Services, Life Insurance Polices LIC and Industrial Finance, GIC and security Market, Liberalization of Insurance Industry.  
**UTI** – Objective, Working, Resources and Functions.  
**Credit Rating** – Meaning of Credit and Rating Symbols by CRISIL, ICRA and CARE.

**Suggested Reading:**

- |    |          |   |                         |
|----|----------|---|-------------------------|
| 1. | M.Y.Khan | : | Indian Financial System |
| 2. | M.Y.Khan | : | Financial Services      |





**MBA FA 303**  
**RESEARCH METHODOLOGY**  
**CORE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- UNIT I:** Introduction And Meaning Of Research, Objectives, Motivation, Significance of Research, Types of Research, (Research Approaches) Research Process, Criteria of Good Research, Problems Encountered By Researcher In India, Research Methodology Defined.
- UNIT II:** Defining the Research Problem and Techniques Involved In Defining the Research Problem  
**Research Design** – Meaning, Need and Features, Different Research Designs – Exploratory, Descriptive, Experimental Research Design
- UNIT III:** Sampling Design, Implications of a Sample Design, Steps In Sample Design, Types of Sample Design, Methods of Data Collection Techniques of Data Analysis
- UNIT IV:** Interpretation and Report Writing, Meaning, Techniques, Precautions and Significance of Report Writing, Steps in Report Writing, Types of Report
- UNIT V:** Introduction to Social Research, Classification of Science, Objectives and Assumptions of Social Research, Difference between Social Research and Physical Science, Objectivity in Social Research, Significance of Social Research, Difficulties of Social Research in India

**Suggest Reading:**

- 1- Kothari R. C. : Research Methodology




**REVISED SYLLABUS**  
**MBA FA – 304**  
**BANKING LAW AND PRACTICE**  
**CORE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- UNIT – I** Banking System in India, Functions of Banks, Special Bank Services, Investment Institutions in India, RBI and Its role, Operations of the Capital Market
- UNIT – II** Relationship of Banker and Customer, Accounts of Customer, Special Types of Account holder, Paying Banker, Process of Capital Formation; Problems of Capital Formation in under-developed countries.
- UNIT – III** Commercial Banks And Industrial Finance: Industrial Financing by commercial Banks in India; Types and Achievements; Tandon committee - The background assumptions, Recommendations; Indian Capital Market and Merchant Banking Activities.
- UNIT IV** Collecting banker, employment of funds, types of securities, modes of creating charges, venture capital, OTC market, Zero Coupon Bonds, Commercial paper.
- UNIT – V** Management of development banks, ICICI, IDBI, IFCI, SFC, Banking Regulation Act 1949, Sanction Loan, Loan for Modernization and Renovation, Technical development fund, IDBI Bill Rediscounting scheme, Soft Loan Scheme.

**Suggestive Readings**

- S.N. Maheshwari – Banking Law and Practice  
L.M. Bhole – Management of Financial Institutions



**MBA-FA 305**  
**MANAGEMENT INFORMATION SYSTEM**  
**CORE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- Unit - I**      **MIS** – Importance -Concept, Management-Information-System, Definition, Information Technology and MIS, Nature and Scope of MIS-Characteristics and Functions, Systems Approach and its need, Concept of Synergy.
- Unit – II**    **Structure of MIS** – Structure based on Physical Components, Information System Processing Functions, Decision Support, Levels of Management Activities, Organisational Functions, MIS Classification, Transactional Processing System, Management Information System, Decision Support System (DSS), Executive Support System, Office Automation Systems (OASs), Functional Information System, Financial System, Marketing Information System, Production/Manufacturing Information System, HR Information System.
- Unit – III**    **Decision Making and MIS** – Decision Making, Simon’s Model of Decision Making, Types of Decisions, Purpose of Decision Making, Level of Programmability, knowledge of Outcomes, Methods for choosing Among Alternatives, Decision Analysis, Utility, Decision Tree, Optimization Techniques, Decision- Making and MIS
- Unit – IV**    **Information Concepts** – Information a Definition, Types of Information, Strategic Information, Tactical Information, Operation Information, Information Quality, Dimension of Information, Economic Information, Business Information, Technical Dimensions.
- Unit – V**    **System Concepts** – A Definition, Multiple Meaning of the Word SYSTEM, Kinds of Systems, Abstract and Physical Systems, Deterministic and Probabilistic Systems, Open and Closed Systems, User – Machine Systems, System related Concepts, Boundary- Interface and Black Box System Decomposition, Integration of Sub-System, Human as an Information Processing System, Information Filtering, Human Differences in Information Processing, Implications of Information Systems.

**Suggested Reading –**

- 1. Gordon B.Davis                    :      Management System, Conceptual Foundation Structure and Development
- 2. Ross and Murdick                :      Information System for Modern Management
- 3. Kantar Jerone                      :      Management Information System

**MBA – FA 306 (a)**  
**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**  
**Optional Paper**  
**C ELECTIVE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- Unit - I      The Investment Environment -**  
Concept Nature and Scope of Investment Management, Investment V/S Speculation, Investment Categories or Alternative forms of Investment, Investment Process, Increasing Popularity of Investment, Features of Investment Programme, Market for Securities and Taxes, Types of Investor.
- Unit – II      Security Analysis or Common Stock Analysis –**  
Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis, Efficient Market Theory.
- Unit – III      Risk and Return -**  
**Security Return and Valuations –** Security Returns, Approaches to valuation, valuation of fixed Income securities, Valuation of Preference Shares. Valuation of Equity Shares.  
**Risk –** Systematic and Unsystematic Risk – Interest Rate Risk, Market. Inflation Risk, Market Risk, Liquidity Risk.
- Unit – IV      Security Market in India –**  
Nature and Functions of Stock Exchange, Primary V/S Secondary Market, Listing of Securities, SEBI Act 1992 – Purpose of SEBI Act 1992, Power and functions of SEBI, Guidelines issued by SEBI, Types of Traded Securities, New Issue Market – Methods of Marketing Shares and Functions of NIM.
- Unit – V      Portfolio Management -**  
Introduction to Portfolio Management, Capital Market Theory, Portfolio Selection Models – Marketing Theory, Sharpe single under model, Portfolio Selection – Utility Theory and Indifference curve, Classification of Managed Portfolio.

**Suggested Reading:**

1. Preeti Singh : Investment Management
2. Fisher and Jordon : Security Analysis and Portfolio Management
3. Elton and Gribber : Modern Portfolio Theory and Investment Analysis
4. V.A. Aradhari : Capital Marketing Management
5. Bhalla : Investment Management



**MBA – FA 306 (b)**  
**FINANCIAL ADMINISTRATION OF INDIA**  
**(Optional Paper)**  
**C ELECTIVE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- UNIT – I** Budget – Role and Process, budget as an instrument of economic policy, finance ministry – structure, functions and its role
- UNIT – II** Financial control over administration, legislative financial control, public account committee, estimate committee, public undertaking committee
- UNIT – III** Plan – Planning commission, composition, function and role, five year plan, planning process, plan implementation, national development council
- UNIT – IV** Administration of industrial finance – financing of large scale and small scale industries, role of industrial development bank of India, industrial financial corporation of India
- UNIT - V** Function and management of Reserve Bank of India, Credit control instrument of RBI, features of Indian money market, effectiveness of RBI in monetary policy

**Suggestive Readings**

Public Administration in India	–	Bhambri C.P.
Indian Economy	–	Datt Ruddar and Sundaram K.P.M.
Functions and Working (1970 – 1997)	–	Reserve Bank Of India
Credit Control Management in India	–	Sachdeva S
Federal Finance in a Developing Countries	–	Tripathi R.N.

**MBA – FA 306 (c)**  
**ADVERTISING MANAGEMENT**  
**Optional Paper**  
**GENERIC**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- Unit - I**      **Advertising World** – What is advertising? Advertising and Marketing Mix, Importance of Advertising in marketing and communication, communication models, Types of Advertising, Legal and Ethical issues in Advertising, Advertising as a tool of consumer welfare
- Unit – II**      **Advertising Decision and Media Planning–**  
Advertising Budget, Advertising Appeals, Media, Types of Media, Media Selection, Media Planning Process, types of campaign, DAGMAR Approach, Three Phase of Campaign Creation, Limitations of three stage model.
- Unit – III**      **Creativity in Advertising** – Message Design and positioning, marketing objectives, Message presentation, Advertisement Message Structure, Message format, Advertising copy for Print Media, Broadcast copies, TV copywriting, Scripting for TV commercials, jingles for TV.
- Unit – IV**      **Layout Preparation and Advertising ART -**      Components of layout, position, Right and left hand advertising, Top Bottom advertisement, divided advertisement, Emphasis On-Background , Caption, Heading, Text
- Unit – V**      **Fundamentals of computer graphics** – 3D, rendering, ray tracing, 2-D Morphing, 3-D Morphing

**Suggested Reading :**

1.      Chunawalla & Sethia : Foundation of Advertising Theory and Practice.
2.      P.K.Agarwal                      : Advertising Management



**MBA – FA 401**  
**COMPUTER APPLICATIONS IN FINANCIAL ADMINISTRATION**  
**CORE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- Unit - I** Generations of Computer, Microprocessors, Data representation, Number Systems (Decimal, Binary, Octal, Hexadecimal), Binary Coded Decimal, Alphanumeric Representation, 1<sup>st</sup> and 2<sup>nd</sup> complement, Digital Logical Circuits
- Unit – II** **Random Access Memory**, Read Only Memory, Optical memories, CD-ROM, WORM, DVD, Cache memory, Magneto Optical Drives, Input/Output Devices, hard disk drives, floppy disk drives.
- Unit – III** Programming Concepts and Software Tools - Algorithm, Flowchart, Categories of languages, Introduction to Assemblers, Translators (Assembler and Interpreter), Fundamentals of Operating System, Serial Processing, Batch Processing, Multiprogramming.
- Unit – IV** **Office Management - Creating** and modifying documents (MS-WORD), spreadsheet solutions (MS-EXCEL), creating presentations (MS-POWER POINT), Introduction to DBMS, using MS-Access (tables, forms, reports)
- Unit – V** **Internet** : Concept & Definition, Types of Access (dial-up and dedicated), Modem, WWW, different Browsers, E-mail An Introduction, E-mail Address, how does e-mail work **Multimedia** - Introduction and Application of Multimedia.

**Suggested Reading:**

1. Computer Fundamentals Architecture and Organization 3<sup>rd</sup> Edition Of B. RAM – New Age International Pvt. Ltd. Publishers
2. Internet – An Introduction By Manish Dixit And Tata Mc Grawhill



**REVISED SYLLABUS**  
**MBA FA 402**  
**E-BUSINESS AND CYBER LAWS**  
**CORE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT:**  
**60%**

- UNIT I**      **Introduction to E-business:** Meaning and importance, Models based on the relationships of transacting parties (B2B, B2C, C2C, and C2B) and transaction types: (Manufacture Model, Advertising Model, Value Chain Model, and Brokerage Model). Electronic fund transfer; Automated Clearing House; Automated Ledger posting; Electronic Money transfer E-Cheques, ATM and Tele-banking.
- UNIT II**      **Definition and Terminology:** Concept of Internet, Internet Governance, E-Contract, E-Forms, Encryption, Data Security, Cyber Crime. Access, Addressee, Adjudicating Officer, Affixing Digital Signatures, Appropriate Government, Certifying Authority, Certification Practice Statement, Computer Network, Computer Resource, Computer System,
- UNIT III**      **Regulatory Framework I:** Authentication of Electronic Records; Legal Recognition of Electronic Records; Legal Recognition of Digital Signatures; Use of Electronic Records and Digital Signatures in Government and its Agencies.
- UNIT IV**      **Regulatory Framework II:** Regulation of Certifying Authorities Appointment and Functions of Controller; License to issue Digital Signatures Certificate; Renewal of License; Controller's Powers; Procedure to be Followed by Certifying Authority; Issue, Suspension and Revocation of Digital Signatures Certificate, Duties of Subscribers; Penalties and Adjudication; Appellate Tribunal; Offences
- UNIT V**      **Electronic Communication:** PC and networking, network topologies and communication media, Internet Vs Online services, Open Vs closed architecture, Controlled Contained Vs uncontrolled contained, Metered pricing Vs Flat pricing , Innovation Vs Control.

**Suggestive readings**

1. Chaffey, Dave, *E-business and E-commerce Management*, Pearson Education.
2. Dietel, Harvey M., Dietel, Paul J., and Kate Steinbuhler., *E-business and E-commerce for managers*, Pearson Education.
3. Brian, Craig, *Cyber Law: The Law of the Internet and Information Technology*, Pearson Education
4. Sharma J. P, and Sunaina Kanojia, *Cyber Laws*, Ane Books Pvt Ltd, New Delhi.
5. Taxmann Publications Pvt. Ltd., New Delhi, *Information Technology Rules 2000 & Cyber Regulations Appellate Tribunal Rules 2000 with Information Technology Act 2000*.
6. Jyoti Rattan, *Cyber Laws & Information Technology*, Bharat Law House Pvt Ltd, New Delhi





**MBA – FA 403**  
**WORKING CAPITAL MANAGEMENT**  
**CORE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- UNIT - I : CONCEPTS & DETERMINATION OF WORKING CAPITAL:** Conceptual Framework, Operating Environment of Working Capital, Determination of Working Capital, Theories & Approaches, Importance of Working Capital., Kinds of Working Capital, Estimating Working Capital Requirement
- UNIT - II : MANAGEMENT OF CASH**  
Management of Cash - Motives for Holding Cash and Marketable securities, Cash System Motives for Holding Cash & Marketable Securities, Cash System Managing the Cash flow, Types of Collection System, Cash Concentration Strategies Disbursement Tools, Determining Optimum level of Cash Balance - Baumol Model, Beranek Model, Miller Model, Store Model, Liquidity & Financial Flexibility.
- UNIT - III : MANAGEMENT OF RECEIVABLES & INVENTORY:**  
Management of Receivables - Determining - The Appropriate, Receivable Policy, Marginal Analyses, Credit Analysis & Decision, Heuristic Approach, Discriminate Analysis, Sequential Decision Analysis, Inventory Management - Kinds Inventories, Benefits & Costs of Holding Inventories, Inventory Management & Valuation, Inventory Control Models.
- UNIT - IV : FINANCING OF WORKING CAPITAL NEEDS:**  
Short term Finance: Framework Short Term Finance, Appraisal & Assessment, Other Sources of Short Term Finance.
- UNIT - V : WORKING CAPITAL MANAGEMENT: An Integrate View:**  
Optimum Working Capital Policy, Credit Policy, Short Term Services of International. Financial Transactions, Planning Short Term Investment & Financing

**MBA – FA 404****INTERNATIONAL MARKETING**  
**CORE****CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- Unit - I Introduction** – Nature, scope and challenges in international marketing, difference between international and domestic marketing, major decisions in international marketing, Theories of International Trade
- Unit – II International Marketing Environment:** Identifying and analyzing opportunities in the international trade Environment, Social, Legal, Cultural, Economic, Political and Technological, Environmental Factors affecting International Marketing, methods to enter into international market
- Unit – III International Marketing Strategies-** Development of international marketing strategies for product, pricing, distribution and promotion of product and services, competitive strategies for international markets.
- Unit – IV Recent trends in India’s foreign trade,** Export promotion, need, objectives and methods of export, risk in International Market, Export financing, Role of Export houses, Export procedure and documentation.
- Unit – V International Economics Institutions** – Regional Economic Integrations and strategic implications, IMF, IBRD, WTO, ECM

**Suggested Readings:**

- M.N.Mishra : International Marketing Management  
Varshney & Bhattacharya : International Marketing Management



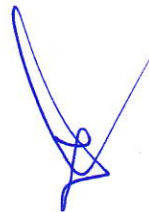
**MBA – FA 405  
STRATEGIC MANAGEMENT  
CORE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- Unit - I**      **Framework for Policy and Strategy** – Nature, Importance and Objectives of Strategic Management, Concept of Policy and Strategy (Comparison), Levels of Strategy, Concept of corporate Strategy and Tactics, Synergy and its relevance to Strategy, Process of Strategic decision making, Strategies and their Role.
- Unit – II**      **Strategy Formulation** – Corporate Mission and Objectives, Environmental appraisal, Organizational appraisal, Different Strategic alternatives and process of Strategic choice.
- Unit – III**      **Strategy Implementation** – Main issues in Strategy implementation, Resource allocation, Project and Procedural Implementation Aspects of Structural, Functional and behavioral implementation.
- Unit – IV**      **Strategy Evaluation** – Nature and process of Strategic evaluation and control, Types and Techniques of Strategic and operational control Organizational Systems and Evaluation.
- Unit – V**      **Case Studies on Strategic Management –**

**Suggested Readings:**

1. Azhar Kazmi : Organisation and Management
2. Hungerb & KWheelen : Strategic Management
3. L.M.Prasad : Business Policy and Strategic
4. William Gluck : Business Policy Strategic



**MBA – FA 406 (a)**

**INTERNATIONAL FINANCIAL MANAGEMENT**

**C ELECTIVE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- Unit - I**      **Introduction** – Concept, Scope and Importance of International Financial Management, International Financial Management v/s Domestic Financial Management. Role and Responsibilities of International Financial Manager, Financial function in Global Context, Games from International Capital Flow. **Balance of Payment** – Components of Balance of Payment, Disequilibrium of Balance of Payment and measures to remove disequilibrium, Different Approaches of Adjustment of Balance of Payment.
- Unit – II**    **International Monetary System and International Financial System – Phase of Development of International Monetary System** – Gold Standard and its features, Suspension of Gold Standard, Brettons Woods System of Exchange Rate, Exchange Rate Regime Since 1973, Floating rate regime, Limited Flexibility System, International Liquidity its bases. IMF Finding Facility, Role of IMF in the post Bretton Woods World and Problem of Adjustment, An appraisal of Liquidity Promotion measures, European Monetary System, Economic Monetary Union.
- Unit – III**    **Foreign Exchange Market** – Concept and distinctive features of Foreign Exchange Market, SPOT Market, Forward Market, Types of Transactions and Settlement Dates, Exchange rate Quotations 7 Arbitration, Relationship between Forward Rate and Future Sport rate, Foreign Exchange Market in India.  
**Exchange Rate Determination and Forecasting** - Exchange rate and factors influencing it, Exchange rate Quotations, Forward Market Quotations, Relationship between Exchange Rates, inflation Rates and Interest Rate, Determination of Exchange Rate in Spot Market and in forward market , Need of Exchange Rate Forecasts, Techniques of Exchange Rate Forecasting , Forecast in a controlled Exchange.
- Unit – IV**    **Exposure and Risk - Nature of Exposures and Risk - Transactions** exposure, Transaction exposure and Operating exposure, According and Relationship of Transactions and Translation Exposure.  
**Risk** – Foreign Exchange and Interest Rates Risk and their management, Political risk and its management, Inflation risk and its impact.  
**Financial Swaps** – Interest Rate Swaps and Currency Swaps.
- Unit – V**    **Project APPRISAL& CAPITAL BUDGETING** Capital Budgeting for the multinational corporations, Multinational working capital Management. Short term Finance, Foreign Trade, International Cash Management, International Receivables & Inventory Management, International Investment Strategy, Forex Regulation & Control. Project Appraisal in International Context

**Suggested Reading –**

- V.K.Bhalla        :      International Financial Management
- Apte                :      International Financial Management
- Varshney         :      International Financial Management



**MBA – FA 406 (b)**  
**FUNDAMENTALS OF RETAIL MANAGEMENT**  
**(Optional Paper)**  
**C ELECTIVE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- UNIT – I      Meaning, concepts and characteristics of retail, main drivers of retailing in India, development of retail industry, factors in retailing
- UNIT – II      Theories of retail development – environmental theory, conflict theory, phases of growth of retail market
- UNIT – III     Retail location, level of location decision and its determining factors, image mix, and retail space & layout management
- UNIT – IV     Retail pricing, pricing flexibility, determining pricing strategy and politics, multiple unit pricing, human resource issues and concern in retailing
- UNIT – V      Retail economics, measure of performance, income statement, balance sheet, strategic profit model, ethics in retailing, role of market in retail

Suggestive readings

Nair Suja R.: Retail management – Himalaya publishers  
Pradhan Swapna: Retailing Management – Tata Mc Graw hill publishing  
Jain J.N. & Singh P.P.: Modern retail management – regal publications



**MBA – FA 406 (c)**  
**MARKETING SERVICES**  
**Optional paper**  
**GENERIC**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- UNIT – I Concepts and features of marketing services, Significance of marketing services, marketing information system, emerging key services.
- Unit –II Concept & marketing mix, product Mix, promotion Mix, price Mix, Place Mix, and Total Quality Management- Dimensions of total quality management
- UNIT – III Tourism marketing, concept, uses of tourism services, marketing mix for tourism, marketing management of road transportation.
- UNIT - IV Consultancy market- concept & rational, market segmentation for consultancy organization, consultancy marketing in India perspective.
- UNIT –V Courier marketing – A conceptual framework, rational behind courier marketing, Automobile service marketing- concept & rational, Day care marketing.

**Suggestive reading:**

JHA S.M.: Service marketing, Himalaya publication ltd.  
Hudman Hawkins: Tourism in contemporary society, prentice hall

