

**SHRI VISHWAKARMA SKILL UNIVERSITY**  
(Enacted by the Act 25 of 2016, State of Haryana)  
**DUDHOLA, PALWAL**



**M. Voc. Management (Banking and Finance) NSQF Level 9**

**Batch 2020-22 and Onwards**

# **Scheme of M. Voc. Management (Banking & Finance) - For Academic Session 2020 & onwards**

## **About Programme**

Shri Vishwakarma Skill University (SVSU) in the state of Haryana aims at providing quality vocational education through combining class room centered formal education and training with experience sharing of Industry practitioners and internships/On Job Training (OJT) in industry and business houses. The focus is towards integrated knowledge acquisition and upgrading human skill towards creating a new league of employable youth. Teaching and training methodology of courses offered under University are designed accordingly. Many business firms have shown interest to sign MOUs with the University for providing their expertise in administering courses and sharing resources to ensure and enhance the employability of the young graduates

The Skill Department of Banking & Finance aims equally at knowledge acquisition and skills development for employment along with entrepreneurship skills development through its curriculum, in an innovative and flexible manner. The innovative programmes at SVS University provide a great opportunity for 'skilling' students with skill-based, job-oriented degrees under the title "M. Voc" (Master of Vocation). The uniqueness of the degree is such that it has multiple exit points with job opportunity at each stage. The course has been designed to provide skill education with hands on experience by specifically defining the job role and providing necessary skills for it.

The program is designed to prepare students for careers in the financial district and banking management, money management, financial consulting, and financial institutional operations. Students pursuing this specialization will focus on financial organizational behavior, commercial banking resource management, and cultural perspectives in banking and finance. Individuals who prefer working with people and developing a financial and banking career and are ready for a financial venture will find this specialization worthwhile.

The dual vocational education programme is two-year program which consists of a combination of on job training and class room learning. This two-year program will be divided into 4 semesters; 2 semesters per year. 1st year will be a Post Graduate Diploma and 2nd year will be a M.Voc. Degree. The program is a work integrated training which includes on-the-job (hands on experience). Each student will undergo for an internship with some of the well-known BFSI industry

## **Objective of Programme**

- Skills to further your career in banking and finance – develop a comprehensive understanding of technical and management skills to become a well-rounded manager in international banking and finance.
- Access the latest research – as a research led business school, we give our students access to the latest trends, data and knowledge within the global banking and finance industry.

- A life-time of career coaching – from the moment you join us you will have a mentor and career coach available to guide you through your career in international banking and finance.

### Levels of Awards

The certification levels will lead to Post Graduate Diploma/M.Voc. Degree in one or more vocational areas and will be offered under the aegis of the University as mentioned in Table as follows:

**Table: Awards**

Award	Duration	Corresponding NSQF level
Post Graduate Diploma	1 Year	8
M.Voc. (BFSI) Degree	2 Year	9

### NSQF Level Descriptors

Each of the awards shall specify within parenthesis, the Skill(s) specialization as per UGC Guidelines for B.Voc. The course will be designed in such a pattern that it will incorporate the Knowledge, Skill and Aptitude skill in a progressive manner. Following model will be adopted for delivering the education to the students in collaboration with HDFC Bank

Level	Process Required	Professional Knowledge	Professional Skill	Core Skill	Responsibility
<b>8</b>	Comprehensive, cognitive, theoretical knowledge and practical skills to develop creative solutions to abstract problems.  Undertakes self-study; demonstrates intellectual independence, analytical rigour and good communication.			Exercise management and supervision in the context of work/study having unpredictable changes; responsible for the work of others.	
<b>9</b>	Advanced knowledge and skill.  Critical understanding of the subject, demonstrating mastery and innovation, completion of substantial research and dissertation.			Responsible for decision making in complex technical activities involving unpredictable work/study situations.	

### Scheme of the Programme

Semester 1:	30 Credits (12+18)
Semester 2:	30 Credits (6+24)
Semester 3:	30 Credits (12+18)
Semester 4:	30 Credits (6+24)

**SCHEME**

**Session 2020-21 (New Scheme)**

**Semester 1**

Code	Subjects	C/O	Credits			Hours			Theory (Marks)			Practical (Marks)			Total
			Th	P/Tu	To	Th	P/Tu	To	I	E	To	I	E	To	
MGM801	Fundamental of Management & Organisational Behaviour	C	3	1(Tu)	4	45	30	75	30	70	100				100
ENG801	Communication Skills	C	3	1(Tu)	4	45	30	75	30	70	100				100
CSE801	Computer Application in Business	C	2		4	30		90	15	35	50				100
CSE801P	Computer Application in Business			2 (P)			60					35	15	50	
<b>General Education Component</b>			<b>8</b>	<b>4</b>	<b>12</b>	<b>120</b>	<b>120</b>	<b>240</b>	<b>75</b>	<b>175</b>	<b>250</b>	<b>35</b>	<b>15</b>	<b>50</b>	<b>300</b>
MBF801	Principles and Practices of Banking	C	2	2(Tu)	4	30	60	90	30	70	100				100
MFM801	Management Accounting and Financial Analysis	C	2	1(Tu)	3	30	30	60	30	70	100				100
MFM802	Mutual Fund Management	C	3	1(Tu)	4	45	30	75	30	70	100				100
MFM806	Behavioural Finance	C	3	1(Tu)	4	45	30	75	30	70	100				100
MBF802	Contemporary Issues in Banking	C	2	1(Tu)	3	30	30	60	30	70	100				100
<b>Skill Enhancement Component</b>			<b>12</b>	<b>06</b>	<b>18</b>	<b>180</b>	<b>180</b>	<b>360</b>	<b>150</b>	<b>350</b>	<b>500</b>				<b>500</b>
<b>Total</b>			<b>20</b>	<b>10</b>	<b>30</b>	<b>300</b>	<b>300</b>	<b>600</b>	<b>225</b>	<b>525</b>	<b>750</b>	<b>35</b>	<b>15</b>	<b>50</b>	<b>800</b>

**Semester 2**

Code	Subjects	C/O	Credits			Hours			Theory (Marks)			Practical (Marks)			Total
			Th	P/Tu	To	Th	P/Tu	To	I	E	To	I	E	To	
MGM805	Legal Aspects of Business	C	0	2(Tu)	2	0	60	60	30	70	100				<b>100</b>
OMS802	Entrepreneurship	C	2		2	30		30	30	70	100				<b>100</b>
MBF901	Economics for Bankers	C	0	2(Tu)	2	0	60	60	30	70	100				<b>100</b>
<b>General Education Component</b>			<b>2</b>	<b>4</b>	<b>6</b>	<b>30</b>	<b>120</b>	<b>150</b>	<b>90</b>	<b>210</b>	<b>300</b>				<b>300</b>
MBP801	OJT- Project 1	C	0	24	24	0	1080	1080				245	105	350	350
<b>Skill Enhancement Component</b>			<b>0</b>	<b>24</b>	<b>24</b>	<b>0</b>	<b>1080</b>	<b>1080</b>				<b>245</b>	<b>105</b>	<b>350</b>	<b>350</b>
<b>Total</b>			<b>2</b>	<b>28</b>	<b>30</b>	<b>30</b>	<b>1200</b>	<b>1230</b>	<b>90</b>	<b>210</b>	<b>300</b>	<b>245</b>	<b>105</b>	<b>350</b>	<b>650</b>

### Semester 3

Code	Subjects	C/O	Credits			Hours			Theory (Marks)			Practical (Marks)			Total
			Th	P/Tu	To	Th	P/Tu	To	I	E	To	I	E	To	
MFM901	International Financial Management	C	3	1(Tu)	4	45	30	75	30	70	100				100
MFM902	Project Finance	C	3	1(Tu)	4	45	30	75	30	70	100				100
MAN901	Fintech and Data Analytics	C	3	1(Tu)	4	45	30	75	30	70	100				100
<b>General Education Component</b>			<b>8</b>	<b>4</b>	<b>12</b>	<b>120</b>	<b>120</b>	<b>240</b>	<b>90</b>	<b>210</b>	<b>300</b>				<b>300</b>
MBF902	Principles and Practices of Insurance	C	2	2(Tu)	4	30	60	90	30	70	100				100
MFM906	Financial Institutions & Markets	C	2	2(Tu)	4	30	60	90	30	70	100				100
MFM907	Security Analysis & Portfolio Management	C	2	2(Tu)	4	30	60	90	30	70	100				100
CSE802P	Spreadsheet Modelling	C	0	3(P)	3	0	90	90				70	30	100	100
MFM908	Risk Management	C	2	1(Tu)	3	30	30	60	30	70	100				100
<b>Skill Enhancement Component</b>			<b>8</b>	<b>10</b>	<b>18</b>	<b>120</b>	<b>300</b>	<b>420</b>	<b>120</b>	<b>280</b>	<b>400</b>	<b>70</b>	<b>30</b>	<b>100</b>	<b>500</b>
<b>Total</b>			<b>12</b>	<b>18</b>	<b>30</b>	<b>240</b>	<b>420</b>	<b>660</b>	<b>210</b>	<b>490</b>	<b>700</b>	<b>70</b>	<b>30</b>	<b>100</b>	<b>800</b>

### Semester 4

Code	Subjects	C/O	Credits			Hours			Theory (Marks)			Practical (Marks)			Total
			Th	P/Tu	To	Th	P/Tu	To	I	E	To	I	E	To	
MFM909	Taxation for Managers	C	0	2(Tu)	2	0	60	60	30	70	100				100
MGM902	Research Methodology	C	0	2(Tu)	2	0	60	60	30	70	100				100
MGM901	Ethics and Values	C	2	-	2	30	0	30	30	70	100				100
<b>General Education Component</b>			<b>2</b>	<b>4</b>	<b>6</b>	<b>30</b>	<b>120</b>	<b>150</b>	<b>90</b>	<b>210</b>	<b>300</b>				<b>300</b>
MBP901	OJT – Project 2	C	0	24	24	0	1080	1080				245	105	350	350
<b>Skill Enhancement Component</b>			<b>0</b>	<b>24</b>	<b>24</b>	<b>0</b>	<b>1080</b>	<b>1080</b>				<b>245</b>	<b>105</b>	<b>350</b>	<b>350</b>
<b>Total</b>			<b>2</b>	<b>28</b>	<b>30</b>	<b>30</b>	<b>1200</b>	<b>1230</b>	<b>90</b>	<b>210</b>	<b>300</b>	<b>245</b>	<b>105</b>	<b>350</b>	<b>650</b>
<b>Club (1)</b>											<b>Non-Credit but Compulsory</b>				

16. COMPLETE SYLLABUS

Semester I

**Course Title: Fundamentals of Management and Organisation Behaviour**

**Course No. MGM801**

**Course Credit: 04 (3-1-0)**

**Max. Marks: 100 (30I+70E)**

**Objectives**

To purpose of the course is to provide fundamental knowledge and exposure to the concepts, theories and practices in the field of management. It aims to understand individual and group behavior at work place

**Learning Outcomes**

1. Able to develop the processes of management related with the basic functions. (Theory)
2. Outline the notion of managerial skills and functions. (Theory)
3. Make Organisation Structure and identify the gaps. (Theory)
4. Understand individual and group behaviour at work place. (Theory)
5. Outline the process of conflict resolution processes in the organization (Theory)
6. Make student must be acquainted with leadership quality. (Theory)
7. Complete administrative duties accurately, systematically and within required timeframes (Theory)
8. Obtain, evaluate and act upon feedback from clients and colleagues (Theory)
9. Perform tasks to the required workplace standard (Theory)
10. Demonstrate behaviours that promote professionalism in the learning environment (Theory)
11. Perform consistently in accordance with the organisation's goals and objectives and organisational/professional codes of conduct (Theory)

Unit	Topic	Key Learning	Hours
I (LO – 1,2,3,4)	<b>Basics of Management:</b> Concept, nature, process and significance of management; Managerial levels, skills, functions and roles (with special reference to BFSI); Management Vs. Administration; Contingency Management theories by - F. W. Taylor, Henry Fayol and Elton Mayo.	<ul style="list-style-type: none"> <li>• Demonstrates an understanding of the processes of management.</li> <li>• Identify the basic functions of Management in BFSI.</li> </ul>	15
II (LO –7,8)	<b>Managerial Skill and Functions:</b> Level of Management- Functions of Management; Centralization – Decentralization; Managerial Planning; Organising and Organization structures - Line & Staff – functions, Leading and Staffing; Controlling – Definition, Nature, Importance, Steps, Techniques	<ul style="list-style-type: none"> <li>• Understand managerial functions and organisational structure of BFSI.</li> <li>• Appreciate roles and responsibilities at different managerial levels.</li> </ul>	15
III (LO – 3,4,7,8,9)	<b>Organisation Behaviour:</b> Definition, Scope, Importance, Concepts of Organisation Behaviour; Values, Attitude and Perception; Perceptual Process, Social perception (stereotyping and halo effect).	<ul style="list-style-type: none"> <li>• Able to analyse the behaviour of individuals and groups in organisations in terms of the key factors that influence organisational behaviour.</li> <li>• Able to analyse organisational behavioural issues in the context</li> </ul>	10

		of organisational behaviour theories, models and concepts.	
IV (LO – 8,9,10,11)	<b>Motivation-</b> Definition, Theories of motivation, Mc Gregor, A.H. Maslow, Herzberg; <b>Learning-</b> Meaning & Theories.	<ul style="list-style-type: none"> <li>• Understand individual and group behaviour at work place. (Theory)</li> <li>• Outline the process of conflict resolution processes in the organization (Theory)</li> </ul>	10
V (LO – 3,4,5)	<b>Leadership &amp; Team Building</b> – Definition, Importance, qualities of leaders, types of leaders; Success stories of today's Global and Indian leaders ; Interpersonal and Group Dynamics; Team Building; <b>Personality-</b> Attributes of personality, Type, Ego state, Johari window.	<ul style="list-style-type: none"> <li>• Make student must be acquainted with leadership quality. (Theory)</li> <li>• Complete administrative duties accurately, systematically and within required timeframes (Theory)</li> <li>• Obtain, evaluate and act upon feedback from clients and colleagues (Theory)</li> </ul> <p>Perform tasks to the required workplace standard (Theory)</p>	10

### Books Recommended

#### Text Books

1. Management by Stomen and Jane
2. Organisational behaviour by Stephen Robbins

#### Reference Books

1. Principles and Practices of management by Shejwalkar
2. Essential of management by Koontz H and Weitrich
3. Principles and Practices of Management by T. N. Chabra
4. Organisational behaviour by Keith & Davis
5. Organisational behaviour by Fred and Luthans
6. Organisational behaviour by K. Ashwatthapa

#### Web Links

<https://www.swayamprabha.gov.in/index.php/program/archive/16>  
<https://www.swayamprabha.gov.in/index.php/program/archive/5>  
<http://cec.nic.in/E-Content/Pages/default.aspx>

## Course Title- Communication Skills

Course No. ENG801

**Course Credit: 04 (3-1-0)**  
**Max. Marks: 100 (30I+70E)**

**Objectives:** To develop effective communication skills among the students for the business world

### Learning Outcome

1. Able to communicate effectively and will have improved verbal communication. (Theory)
2. Able to write paragraphs on different topics with the correct usage of vocabulary and will improve the written as well as verbal communication. (Theory)
3. Effectively use established communication systems and protocols in the workplace (Theory)
4. Learn the basics of various business processes, challenges and resolution of the customer queries. (Theory)
5. Identify clients and their needs through effective communication and use this information to develop effective work practices and outcomes (Theory)
6. Able to develop Self Grooming skills
7. Able to develop daily plans
8. Able to create the document as per format
9. To develop professionals with idealistic, practical and moral values.

Unit	Topic	Key Learning	Hours
I (LO – 1,2)	<b>Basics of Communication:</b> Process, Types, Purpose & Barriers; Oral communication: noise, listening–process, types of listening, deterrents to listening process, essentials of good listening; <b>Diction:</b> MTI reduction, bag of words practice, intonation & modulation	<ul style="list-style-type: none"> <li>• Able to communicate effectively and will have improved verbal communication.</li> <li>• Able to write paragraphs on different topics with the correct usage of vocabulary and will improve the written as well as verbal communication.</li> </ul>	10
II (LO – 3,4)	<b>Presentation skills:</b> Prerequisites of effective presentation, format of presentation; Assertiveness – indicators of assertive behaviour, strategies of assertive behaviour; Team Presentation & group exercises	<ul style="list-style-type: none"> <li>• Effectively use established communication systems and protocols in the workplace</li> <li>• Learn the basics of various business processes, challenges and resolution of the customer queries.</li> </ul>	20
III (LO – 4,5,6)	<b>Nonverbal communication:</b> gestures, handshakes, gazes, smiles, hand movements, style of working, voice	<ul style="list-style-type: none"> <li>• Identify clients and their needs through effective</li> </ul>	10



	modulations, dress and appearance; business etiquettes: business dining, business manners of people of different cultures, managing customer care	communication and use this information to develop effective work practices and outcomes (Theory) <ul style="list-style-type: none"> <li>• Able to develop Self Grooming skills</li> </ul>	
IV (LO – 4,5,6)	<b>Written communication:</b> mechanics of writing, report writing, circulars, notices, memos, agenda and minutes; business correspondence – business letter format, style of letter arrangement, types of letters, electronic mail; developing resume	<ul style="list-style-type: none"> <li>• Able to develop Self Grooming skills</li> <li>• Able to develop daily plans</li> <li>• Able to create the document as per format</li> </ul>	10
V (LO – 6,7,8,9)	<b>Communication in Practice:</b> Preparing for interviews- types of interviews, group discussion; Telephone etiquettes-Dos and Don'ts, communicating effectively; Social media profile, Different types of profiles, Editing and Posting on social media profile	<ul style="list-style-type: none"> <li>• Plan and undertake work collaboratively with colleagues through sharing information and ideas and working together on agreed outcomes.</li> <li>• Identify Troubleshooting, control and report issues according to procedures.</li> </ul>	10

### Books Recommended

#### Text Books

1. SIZZLERS Board of Editors Publishers: Manimekala Publishing House 39, Norh Chitrai Street, Madurai-625001
2. Essentials of Business Communication - Rajendra Pal and J. S. Korlhalli - Sultan Chand & Sons, New Delhi.

#### Reference Books

1. Business Communication (Principles, Methods and Techniques) Nirmal Singh - Deep & Deep Publications Pvt. Ltd., New Delhi.
2. Business Communication - Dr. S.V. Kadvekar, Prin. Dr. C. N. Rawal and Prof. Ravindra Kothavade - Diamond Publications, Pune.
3. Business Correspondence and Report Writing - R. C. Sharma, Krishna Mohan – Tata McGraw-Hill Publishing Company Limited, New Delhi.
4. Modern Business Correspondence - L. Gartside - The English Language Book Society and Macdonald and Evans Ltd.
5. Business Communication - M. Balasubrahmanyam - Vani Educational Books.
6. Creating a Successful CV - Siman Howard - Dorling Kindersley.
7. Business Communication - K. K. Sinha - Galgotia Publishing Company, New Delhi.
8. Media and Communication Management - C. S. Rayudu - Himalaya Publishing House, Bombay.
9. Communicate to Win - Richard Denny - Kogan Page India Private Limited, New Delhi.

#### Web Links

<http://learnenglish.britishcouncil.org/en>

<https://www.duolingo.com/>

<http://www.bbc.co.uk/learningenglish>

<https://www.slideshare.net/FurrukhAliBaig/importance-of-communication-in-business>

## Course Title - Computer Application in Business

Course No. CSE801

Course Credit: 02 (2-0-0)  
Max. Marks: 50 (15I+35E)

### Objective

The syllabus introduces students to basic information and communication technology and proper paradigms that need to be implemented to develop any kind of computer applications. The course will help in developing the basic technical skills by hands on experience.

### Learning Outcome

1. State the applications of Computers and understand the basic components of computer. (Theory)
2. Identify & describe various parts of computers like CPU, keyboard, monitor, etc. (Theory)
3. View files, work with files and customize window (Theory)
4. Able to Differentiate in various operating system. (Theory)
5. Apply the office Applications for the task assigned by the authorities. (Theory)
6. Outline the basics of Networking. (Theory)
7. Make use of Internet and its applications when required. (Theory)

Unit	Topic	Key Learning	Hours
I (LO – 1,2,4)	<b>Introduction to Computer System:</b> Basic Applications of Computer; Anti-virus software, Introduction to number system; <b>Operating System:</b> Overview of operating system: Types of operating system; Batch Processing, Comparison between DOS, Unix, Windows, IOS, etc.	<ul style="list-style-type: none"><li>• State the applications of Computers and understand the basic components of computer.</li><li>• Identify &amp; describe various parts of computers like CPU, keyboard, monitor, etc.</li></ul>	10
II (LO – 2,3,4)	<b>Understanding Office Applications:</b> Introduction to MS Word, Menus, Shortcuts, Document types, Formatting documents, Macros, Mail merge; <b>Introduction to MS PowerPoint:</b> Different templates	<ul style="list-style-type: none"><li>• View files, work with files and customize window</li><li>• Able to Differentiate in various operating system.</li></ul>	20 (10+10)
III (LO –3)	<b>Introduction to MS-Excel:</b> Introduction to MS Excel and its applications; Feature of MS-Excel, Entering and Accessing Data, Entering Series, Editing Data, Cell Referencing, Ranges, Charts and Tables	<ul style="list-style-type: none"><li>• Apply the office Applications for the task assigned by the authorities. (Theory)</li></ul>	20 (10+10)
IV (LO – 3,5)	<b>Functions &amp; Formulae:</b> Date and time Functions, Auto sum, Copying Formula, Formatting Data, Creating Charts, formatting charts, Creating Database, Sorting Data, Filtering, etc. Pivot Table & Chart, Coding of Data in Excel, Statistical functions (if, sumif, countif, countblank, rank, etc), Lookup	<ul style="list-style-type: none"><li>• Able to present the data in structured way to arrive and support the business decisions</li></ul>	20 (10+10)

	functions (hlookup, vlookup), Two level nested functions.		
V (LO – 6,7)	<b>Introduction to DBMS/RDBMS:</b> MS-Access; Basic concepts, Concept of files, record, data, information retrieval; Data dictionary, DBMS operations performed on DBMS System; <b>Internet and Networking:</b> Introduction to Internet and protocols: TCP/ IP, Network connecting devices, Web Browsers; Search engines, Shared Services- Forms, Docs, Sheets, Meets, Drive, Clouds Introduction.	<ul style="list-style-type: none"> <li>• Work with spreadsheets and save them in different formats for developing proper formats. (Theory)</li> <li>• Create mathematical and logical formulas using standard spreadsheet functions. (Theory)</li> <li>• Enhance productivity by working with named cell ranges, macros and templates</li> </ul>	20(10+10)

### Books Recommended

#### Text Books

1. Computers and Beginners by Jain, V.K.;
2. Computer Fundamentals by Anita Goel, Pearson.

#### Reference Books

1. Introduction to Information Technology, Leon Tech World by Leon and Leon
2. Foundations of Computing, BPB Publication by Sinha, Kr. Pradeep and Preeti Sinha;
3. Word Processing and Typing by Sharon Spencer, Heinemann.
4. MS Office by S.S. Srivastava, Firewall Media.
5. Microsoft Office 2010 by Bittu Kumar, V & S Publications
6. Data Communication and Networking by Behrouz.A. Forouzan, McGraw Hill

#### Web Links

<http://cec.nic.in/E-Content/Pages/default.aspx>

## Course Title - Computer Application in Business

Course No. CSE801P

Course Credit: 02 (0-0-2)  
Max. Marks: 50 (35I+15E)

### Objective

The syllabus introduces students to basic information and communication technology and proper paradigms that need to be implemented to develop any kind of computer applications. The course will help in developing the basic technical skills by hands on experience.

### Learning Outcome

1. Demonstrating network troubleshooting. (Practical)
2. Able to Work on MS Office. (Practical)
3. Use word processing software to create and edit official documents and reports (MS Word or equivalent) (Practical)
4. Use software to create and edit presentations (MS PowerPoint or equivalent) (Practical)
5. Use software applications to create, apply & modify formulas, generate reports, maintain database & compile data (MS Excel or equivalent) (Practical)
6. Use of standard operating manuals and procedures for dealing with work related to computer application (Practical)
7. Sending E-mails and internet surfing using various search engines. (Practical)
8. Outline the working of different operating system. (Practical)

### Practical:

1. Troubleshooting
2. Practical based on to be exposed/shown various components and supposed how to switch on a computer.
3. Handling Boot Setup, Installation of Operating System, Connecting your client to server, User and Workgroup Handling, General Operating system handling and related topics.
4. Wordpad, Notepad, Sticky Note, Snipping tool, Paint
5. Ms Word
6. MS-Excel- Creating charts, Creating tables
7. MS-PowerPoint
8. MS-Outlook
9. Case study on Operating systems (Windows/ Ubuntu/ Android/IoS)
10. Networking
11. Software: Preparatory and open domain

### Books Recommended

#### Text Books

1. Computers and Beginners by Jain, V.K.;
2. Computer Fundamentals by Anita Goel, Pearson.

#### Reference Books

1. Introduction to Information Technology, Leon Tech World by Leon and Leon
  1. Foundations of Computing, BPB Publication by Sinha, Kr. Pradeep and Preeti Sinha;
  2. Word Processing and Typing by Sharon Spencer, Heinemann.
  3. MS Office by S.S. Srivastava, Firewall Media.
  4. Microsoft Office 2010 by Bittu Kumar, V & S Publications
  5. Data Communication and Networking by Behrouz.A. Forouzan, McGraw Hill

#### Web Links

<http://cec.nic.in/E-Content/Pages/default.aspx>

## Course Title- Principles and Practices of Banking

Course No. MBF801

Course Credit: 04 (2-2-0)  
Max. Marks: 100 (30I+70E)

### Objective

To provide an overview of banking functions and retail banking products

### Learning Outcome

1. The student will be able to understand the banking operations
2. Capable of handling the customers with banking related issues
3. Understand the concept of e-banking and the agencies involved in international funding
4. Able to approach prospective customers through various methods including door-to- door calls and community gatherings to create awareness about banking and the bank's products
5. Able to explain to the prospective customer, the terms and conditions of product, application procedure, documents required and timelines for processing the application
6. Know and understand types of products offered and details of the same
7. Know and understand products offered by other financial provides including other banks, NBFCs, money lenders etc.
8. Know and understand bank's objectives, its role, functions and structure
9. Know and understand maintenance and operating procedure for using equipment provided by bank such as POS (Point of Sale) machines, computers etc.
10. Determine what Banking Product is best for the customer based on needs assessment and financial status of the customer

Unit	Topic	Key Learning	Hours
I (LO – 1,2)	Indian Banking System: Overview, Introduction, structure and type of banks, role & responsibilities; Significance of banks in growth and development of economy; Banking Regulation: Role of RBI, Constitution, Objectives, Functions of RBI; Instruments of Monetary Control-CRR, SLR, Repo, Reverse Repo, Bank rate, OMO; Regulatory Restrictions.	<ul style="list-style-type: none"><li>• Understand the concept of e-banking and the agencies involved in international funding</li><li>• Able to approach prospective customers through various methods including door-to-door calls and community gatherings to create awareness about banking and the bank's products</li></ul>	15
II (LO – 4,5,6)	Banking Frauds (Case Studies), Fintech, Digital transactions, Blockchain	<ul style="list-style-type: none"><li>• Able to explain to the prospective customer, the terms and conditions of product, application procedure, documents required and timelines for processing the application</li><li>• Know and understand types of products offered and details of the same</li></ul>	15
III (LO – 3,4,5)	Liability Products (deposits): opportunities; remittance and payment Services (Draft, RTGS, IMPS, NEFT, etc); Universal Banking; Cross Selling,	<ul style="list-style-type: none"><li>• Know and understand products offered by other financial provides including other banks, NBFCs, money lenders etc.</li></ul>	15

	Bancassurance and ancillary services (locker, custodial, etc); ATMs, POS; emerging opportunities, Stand by letter of credit	<ul style="list-style-type: none"> <li>Know and understand bank's objectives, its role, functions and structure</li> </ul>	
IV (LO – 7,8,9)	Types of Accounts, Opening of accounts, KYC; Internet banking and mobile banking, International transactions, FDI remittances	<ul style="list-style-type: none"> <li>Know and understand types of products offered and details of the same</li> <li>Know and understand maintenance and operating procedure for using equipment provided by bank such as POS (Point of Sale) machines, computers etc.</li> </ul>	10
V (LO – 7,8,9,10)	Asset Products (Loan): Home Loans, Personal Loans; consumer loans; Education loans and others; introduction to business loans (terms loans and cash credit); Priority sector lending-agricultural, SME and Microfinance	<ul style="list-style-type: none"> <li>Capable of handling the customers with banking related issues</li> <li>Determine what Banking Product is best for the customer based on needs assessment and financial status of the customer</li> </ul>	20

### Recommended Books

#### Text Books

1. International Banking And Finance, (1st ed.) , Himalaya, Publishing House by OP Agrawal(2008)
2. Principles & Practices of Banking
3. Financial Services- Text, Cases and Strategies, Published by Deep & Deep Pvt. Ltd., New Delhi by P.M. Rao (2002)

#### Reference Books

1. Fundamentals of Offshore Banking- How To Open Accounts Almost Anywhere, (1st ed.), Prätzen Publishing by Walter Tyndale (2009)
2. Principles & practices of Banking, Macmillan India Limited by A M Arondekar, O.P. Agarwal, Dr. OnkarNath, P. S. Khandelwal
3. Accounting & Finance for Bankers, Macmillan India Limited by S.K. Dutta, P.S.R. Prasad, A.D. Bhorkar, S.D. Bargir:
4. Legal Aspects of Banking Operations,M/s Macmillan India Limited by K.D. Zacharias, C.P. Ravindranath, P.R. Kulkarni,B. Gopalakrishnan
5. General Bank Management,M/s Macmillan India Limited by GaurangVasavada, Dr. Sharad Kumar, Dr. S.UpendraRao, Dr. SatishPai (2005)

#### Web Links

<https://www.bing.com/videos/search?q=banking+videos&qpv=banking+videos&view=detail&mid=38591D9144EA8D481D6E38591D9144EA8D481D6E&&FORM=VRD GAR>

<https://www.bing.com/videos/search?q=banking+vedios&view=detail&mid=04287CF1B2EFEB6CB E3404287CF1B2EFEB6CBE34&FORM=VIRE>

<https://www.bing.com/videos/search?q=banking+vedios&&view=detail&mid=A122FAAB5E0BB24 7FB9AA122FAAB5E0BB247FB9A&&FORM=VDRVRV>

<https://www.youtube.com/watch?v=E-HOz8T6tAo>

[https://www.youtube.com/watch?v=fLBZb\\_v0ewM](https://www.youtube.com/watch?v=fLBZb_v0ewM)

<https://www.youtube.com/watch?v=I6gzoXliUmA>  
<https://www.youtube.com/watch?v=Ce3A8l7LHMc>  
<https://www.youtube.com/watch?v=Lyk3B7wR4Hw>  
<https://www.youtube.com/watch?v=gNmPNHuIjxU>  
<https://www.youtube.com/watch?v=iGyCqzpFCwE>



## Course Title- Management Accounting and Financial Analysis

Course No. MFM801

Course Credit: 03 (2-1-0)  
Max. Marks: 100 (30I+70E)

### Objective

The objective of this course is to expose the learner to the concept and methods of financial and management accounting. Focus will be on developing the understanding of accounting norms and principle.

1. Students will be able to record and report the financial transactions of the business.
2. Demonstrate an understanding of the context within which Management Accounting is used for planning and control purposes.
3. Prepare cost estimates using appropriate assumptions.
4. Know and understand basic economic, accounting and financial concepts such as interest rates, profit/loss etc.
5. Know and understand basic accounting techniques for recording transactions if required

Unit	Topic
I (LO-1,2)	Overview of Accounting: Accounting Process, Journals, Subsidiary Books, Ledger, Cash Book, Trial Balance. Preparation financial statements-Overview
II (LO –1,2,3)	Financial statement Analysis: Trend analysis, common size analysis; Financial ratio analysis- Profitability, liquidity, solvency, turnover, ownership ratios; capital market ratios;
III (LO –3,4)	Cash flow and fund flow analysis; Cost Accounting: Concepts, Classification and analysis of costs, Relevant and irrelevant costs, differential costs, sunk costs.
IV (LO –3,4,5)	Elements of Costs (a) Materials Costs: - Materials purchasing, receiving, storing and issuing including pricing of issues. (b) Labour Costs and Labour Turnover. (c) Overheads- Identifying the overheads with cost centre. Allocation, Apportionment and Absorption – Accounting treatment of Under and Over Absorption. (d) Preparation of Cost Sheet, items to be excluded while preparing cost sheet.
V (LO –4,5)	Decision making tools: Marginal costing, Break-even point, Cost Volume Profit analysis, Optimizing product mix, Pricing decisions

### Recommended Books

#### Text Book

1. E-Book: <http://www.textbooksonline.tn.nic.in/Books/11/Std11-Acct-EM.pdf>
2. E-Book: <http://www.targetpublications.org/download/11-commerce/std-11-book-keeping-and-accountancy.pdf>
3. Book Keeping and Accounting by Aggrawal

#### Reference Books

1. Fundamentals of Accounting & Financial Analysis: By Anil Chowdhry (Pearson Education)
2. Financial accounting: By Jane Reimers (Pearson Education)
3. Accounting Made Easy By Rajesh Agarwal & R Srinivasan (Tata McGraw –Hill)
4. Financial Accounting For Management: By Amrish Gupta (Pearson Education)
5. Financial Accounting For Management: By Dr. S. N. Maheshwari (Vikas Publishing House)

#### Web Links

1. <https://schools.aglasem.com/15181>
2. <https://www.swayamprabha.gov.in/index.php/program/archive/16>
3. <https://www.swayamprabha.gov.in/index.php/program/archive/5>

## Course Title- Mutual Fund Management

Course No. MFM802

Course Credit: 04 (3-1-0)  
Max. Marks: 100 (30I+70E)

### Objective

This objective of the course is to train candidates by developing competencies amongst the learner related to mutual funds.

### Learning Outcome

1. Listen to the customers and be able to offer products that are pertinent to their requirements.
2. Communicate clearly with the customer using language that he/she understands.
3. Communicate and share knowledge with peers and supervisors.
4. Conduct research on mutual funds
5. Keep up to date on the mutual fund market
6. Approach and market various mutual funds schemes to prospective customer identified
7. Assist customer with determining most suitable mutual fund scheme according to needs
8. Receive approval for initiating purchase process
9. Assist customer with the application process for purchasing the mutual fund
10. Collect and ensure payments are processed at the bank/organization
11. Deliver proof of purchase and plan follow-up sessions
12. Develop long-term relationships with customers
13. Respond to customer queries and clarifications and advise the customers on existing product and new schemes
14. Assist in termination of investment

Unit	Topic	Key Learning	Hours
I (LO –1,2)	Concept, History and advantages of Mutual funds; Meaning, Structure and Classification of Mutual Fund Schemes	<ul style="list-style-type: none"><li>• Listen to the customers and be able to offer products that are pertinent to their requirements.</li><li>• Communicate clearly with the customer using language that he/she understands.</li><li>• Communicate and share knowledge with peers and supervisors.</li></ul>	10
II (LO –2,3,4)	Direct Investing and Investing through agents, Entry and Exit Load of a Fund, Expenses of a Mutual Fund; Calculation of NAV & AAR of a Fund; AUM	<ul style="list-style-type: none"><li>• Conduct research on mutual funds</li><li>• Keep up to date on the mutual fund market</li><li>• Approach and market various mutual funds schemes to prospective customer identified</li><li>• Assist customer with determining most suitable mutual fund scheme according to needs</li></ul>	30

III (LO –5,6,7)	Sectorial schemes, Theme Based Funds, ELSS, Index Fund-Tracking Error of an Index Fund, Passive – Index funds, Active – market timing.	<ul style="list-style-type: none"> <li>• Receive approval for initiating purchase process</li> <li>• Assist customer with the application process for purchasing the mutual fund</li> </ul>	15
IV (LO – 9,10,11)	Arbitrage & Hedge Funds; RBI as regulator for money market mutual fund, SEBI in regulating mutual funds, Concept of a Self-Regulator-AMFI; AMFI Code of Ethics	<ul style="list-style-type: none"> <li>• Collect and ensure payments are processed at the bank/organization</li> <li>• Deliver proof of purchase and plan follow-up sessions</li> </ul>	10
V (LO – 9,10,11,12)	Assets Allocations and Portfolio Rebalancing; Portfolio Management Service (PMS)	<ul style="list-style-type: none"> <li>• Develop long-term relationships with customers</li> <li>• Respond to customer queries and clarifications and advise the customers on existing product and new schemes</li> <li>• Assist in termination of investment</li> </ul>	10

### Books Recommended

1. K.G. Sahadevan and M.Thripairaju: “Mutual funds, data interpretation and Analysis” (Prentice Hall of India)
2. V.K. Avadhani: Marketing of Financial Services (Himalaya)
3. R.Gorden and Natarajan: Emerging scenario of Financial Services (Himalaya)
4. Fredman and Wiles: How Mutual Funds work (Prentice Hall of India)
5. H.Sadhak: Mutual Funds in India. (Response Books)

## Course Title: Behavioural Finance

Course No. MFM806

Course Credit: 02 (0-2-0)  
Max. Marks: 100 (30I+70E)

### Objective

To help students appreciate the limitations of 'rational' models of investment decision making to introduce students to an alternate framework for understanding price discovery in the markets To help students identify persistent or systematic behavioral factors that influence investment behavior

### Learning Outcome

1. To understand some psychological biases which lead to various anomalies
2. To understand the various effects like endowment, disposition etc.
3. To understand investors' behaviour in secondary markets

Unit	Topic
I (LO –1,3)	Investment Decision Cycle: Judgment under Uncertainty Utility/ Preference Functions: Expected Utility Theory [EUT] Brief History of Rational Thought: Pascal-Fermat to Friedman-Savage Paradoxes (Allais and Others)
II (LO –1,3)	Prospect Theory, Information Screening Biases, Information Processing: Bayesian Decision Making, Heuristics and cognitive biases
III (LO –2)	Forecasting Biases, Emotion and Neuroscience
IV (LO –1,3)	Group Behavior: Conformism, herding, fatal attractions, Investing Styles and Behavioral Finance
V (LO –1,2,3)	Case Study

### Books Recommended

1. Essence of Service Marketing – Payne Adrian
2. Services Marketing : Integrating Customer Focus Across the Firm – Valarie A
3. Zeithaml
4. Services Marketing : People, Technology & Strategy – Christopher Lovelock
5. Services Marketing – Ravi Shanker
6. Strategic Services Management – Boyle
7. Strategic Planning for {public Service and non profit organizations-Pergamon.
8. 12 Steps to success through service – Barrier Hopsor & Mike Scallig.
9. Excellence in Services – Balachandram
10. Services Marketing – S M Jha
11. Services Marketing-Valarie. A. Zeithaml, Mary Jo Bitner
12. Marketing Management, Pearson Education, New Delhi by Kotler, Philip, Kevin Lane Keller, Abraham Koshy & Mithileshwar Jha,

### Reference Books

1. Relationship Marketing, McGraw Hill,1997, 2.Paul Green Berg – CRM, Tata McGraw hill, 2002 by S. Shajahan
2. Marketing Management, McGraw Hill, New Delhi by Sakena, Rajan,
3. Marketing, Cengage Learning, New Delhi by Zikmund, William G,
4. Marketing Management, Excel Books, New Delhi by Panda, Tapan K,

### Web Links

<https://www.swayamprabha.gov.in/index.php/program/archive/16>

<https://www.swayamprabha.gov.in/index.php/program/archive/5>  
<http://cec.nic.in/E-Content/Pages/default.aspx>

## Course Title: Contemporary Issues in Banking

Course No. MBF802

Course Credit: 03 (2-1-0)  
Max. Marks: 100 (30I+70E)

### Objective

To acquire specialized knowledge of law and practice relating to Banking

### Learning Outcome

1. To analyse the trends and development made by the Indian banking industry in adoption of e-banking technology and services.
2. To have a Bird's view of the Indian Financial System and in the context of Global Indian Banking System
3. Understand the significance of various legal framework and their contribution to banking
4. Know about the provisions of different laws assist banks to handle their operations
5. Legal frame work and regulatory applications in lending by banks
6. Understand the support of technology in international banking
7. To evaluate the performance of Banking Institutions and their contribution to the growth of Indian Corporate Sector
8. To understand the role of Small Industries Development financial institutions of India and State Finance Corporations

Unit	Topic
I (LO –1,2,3,4)	Universal Banking: Concept, Merchant banking, Investment banking, wealth management and collateral services
II (LO –1,2,3,4)	Stress Assets Management: Recognition and classification NPAs, Provision, resolution of stress assets; restructuring of debt; rehabilitation of Sick units, IBBI and IBC code; Securitisation and ARCs and SARFAESI Act.
III (LO –2,5,6)	Financial Inclusion, No Frills accounts, Jan Dahan Yojna, Mudra Bank, payment banks, branch expansion policy, postal services banks
IV (LO –2,3,4)	Concept of banking and nonbanking institutions (NBFCs), Development financial institutions: SIDBI, NABARD, EXIM Bank and SFCs.
V (LO –6,7,8)	Recent Innovations and development in Indian Banking - Case Study, Discussion & Seminar Presentation

### **Books Recommended**

1. H.R. Machiraju, INDIAN FINANCIAL SYSTEM, Vikas Publishing House, Delhi, 2009
2. Jeff Madura, FINANCIAL MARKETS AND INSTITUTIONS, CenGage Learning, Delhi,
3. M.Y. Khan, INDIAN FINANCIAL SYSTEM, Tata Mc Graw Hill, Delhi,2008
4. Pathak, THE INDIAN FINANCIAL SYSTEM, Pearson Education India, 2007
5. International Banking And Finance, (1st ed.) , Himalaya, Publishing House by OP Agrawal(2008)



## Semester II

### Course Title: Legal Aspects of Business

Course No. MGM805

**Course Credit: 02 (0-2-0)**  
**Max. Marks: 100 (30I+70E)**

#### Objective

This paper is offered as a core subject in the second trimester. It emphasizes the importance of law various enactments relating to business. It also enables a student to have good knowledge in the Corporate Law which is important for a future manager and Security Legislations for future finance managers which is very essential. This subject also deals with Intellectual Property Law which is very important for a future manager. It gives an opportunity to student more about copy rights as it is very important in today's market.

#### Learning Outcome:

Business Laws in the Real Time business environment is very important for a student. This subject throw light and makes an in-depth analysis on different types of laws which are useful for a future manager and through rigorous case laws he/she can get lot of advice when he/she goes into the market. As this subject deal with all types of laws this is useful for all the streams of students.

Unit	Topics
I (LO –1)	<b>Introduction &amp; Law of Contract:</b> Meaning of Law, Purpose of Law, Sources of Law, Classification of Law, National and International Law, Law of contract – definition, Classification of a contract (including quasi contracts), Offer or proposal, Acceptance (including exceptions), Consideration (including exceptions) Introduction to Capacity to contract (including exceptions), Discharge of contracts, Remedies of breach of a contract, Contract of indemnity and guarantee (including exceptions and types)]. Contract of bailment and pledge (including duties and rights and termination of bailment and pledge), Principal and agent, Introduction to E – Contract and E Commerce (Objectives and its implications on the market) (To discuss Case Laws)
II (LO –1)	<b>Non Corporate and Corporate Law:</b> Brief introduction of Non corporate entities like Sole Proprietorship, HUF, Societies and definition and process of Partnership, Rights and Duties of Partners, Termination of partnerships, LLP Act, Definition of a company, Incorporation and its procedure, Types and procedures of conducting meetings (including AGM, SM and EGM), Shares and its types, Directors and kinds of directors, Qualification, Appointment and removal of directors, Resolutions and types of resolutions and its procedure, Qualifications, Rights, Duties and disqualifications of an auditor, Borrowings loans debentures and investments, Prevention and oppression of management and its procedure, Winding up of a company and its procedure. (To discuss Case Laws and only Companies Act 2013 provisions to be discussed)
III (LO –1)	<b>Security Legislations:</b> Negotiable Instruments Act: Promissory notes , Bills and cheques, Crossing of cheques, Negotiation, Presentment of negotiable instrument, Banking: SARFESI Act (securitization and reconstruction of financial assets and enforcement of Security Interest Act, 2002), Purpose, Introduction and risk management in securitization, Debt recovery tribunals its objectives and its purposes,

	Prevention of Money Laundering Act (objectives and purposes), Insurance Act - Essential Elements of Insurance Contracts, (To Discuss Case Laws)
<b>IV</b> (LO –1)	<b>Right to Information Act:</b> Objectives, Definition of information, Organizations covered under this act, Exceptions under RTI Act (To Discuss Case Laws)
<b>V</b> (LO –1)	<b>Information Technology Act, 2000:</b> objectives, meaning of digital signature, protection of transfer of funds under this act, (To Discuss Case Laws)

### **Recommended Books**

1. Business legislation for management M.C. Kuchal and Deepa Prakash, Vikas Publish House PVT Ltd.,
2. Legal aspects of Business, Ravinder kumar, Cengage learning.
3. Business law, Sathish B, Matur Tata Mcgraw Hill.
4. Business law, D. Chandra Bose, PHI learning PVT Ltd
5. Law of Business contracts in India by Sairam Bhat, Sage, [www. sagepublications.com](http://www.sagepublications.com)
6. Business Law, chandra Bose, PHI learning India PVT Ltd.

## Course Title: Entrepreneurship

**Course Code: OMS802**

**Course Credits (2-0-0)**

**Marks (30I + 70E)**

**Course Objectives:** The objective of this course is to expose the learner to the fields of entrepreneurship development. Focus will be to train the students to develop new projects and encouraging them to start their own ventures.

Units	Topics	Learning outcomes
Unit-1	Introduction to Entrepreneurship	Introduction to Entrepreneurship, , Entrepreneurial Mindset, Characteristic of an Entrepreneur, Advantages and disadvantages of Entrepreneurship
	Recognise Opportunity	Purpose of all businesses, Types of Entrepreneurial organizations, Types of Enterprises
	Creativity & Innovation	Marketing, 4Ps of Marketing, Process of Marketing, Marketing Mix, 7Ps of Marketing
	Conception & Ideation	Business Plan and its elements, Application of Business Plan
	Are you a risk taker?	Entrepreneurs, types of Entrepreneurs, Roles and Responsibilities of Entrepreneurs, Qualities of an Entrepreneur
	Identify Your Customer	Customer segmentation, Criteria for selling customer value proposition, Customer Lifecycle
Unit-2	Self Confidence and Resilience	4 Ps of Entrepreneurship, Qualities of successful entrepreneur, Self-confidence, Positive attitude, Overcoming the fears, Recover from Failure
	Success and Failure Stories of Famous Entrepreneurs – 1	Steve Jobs Success Story, Mumbai Dabbawala delivery success Story
	Never Give Up	Importance of Focusing energy on Business, Importance of Business Networking and its advantages
	Competition Analysis	Competition Analysis, Factors affecting competition strategies, Prerequisites of successful enterprise
	Risks – Identification and Mitigation	Business Risk, Types of Business Risks, Risk Identification, Risk Mitigation,
	Getting Money for Business	Concept Of Funding, Basics terms of Accounting, Types of Funding,
Unit-3	Dream and Achieve	Vision, Mission and Goals, Business Ethics, SMART goals, entrepreneurial work ethics

	Leadership and Team Spirit	Lead by example, Importance of Embracing diversity, Role of Emotional Intelligence to be a leader.
	Success and Failure Stories of Famous Entrepreneurs – 2	
	Serving the Society	Roles of Entrepreneurs in society, Selfless Entrepreneurship,
	Taking Ownership	Taking complete ownership, taking control over the business
	Adapt to Change	Porters competition strategies, Factors affecting business,
	Discover Yourself	Qualities of the successful entrepreneur
Unit-4	Problem Solving: Introduction to Critical Thinking	Critical Thinking, Applying critical thinking, REASON Model of Critical Thinking
	Problem Solving: Introduction to Creative Thinking	Creative thinking, Importance and benefits of Creative thinking, Creative thinking in problem solving
	Problem Solving: Introduction to Decision Making	Decision making, Effective decision making process
Unit-5	4Ps of Marketing - PDF	4Ps- Product, Place, Price, Promotion, Apply 4Ps to marketing Strategy into action
	Costs in Entrepreneurship - PDF	Cost, types of Costs, Introduction to Accounting Basics, main methods of Accounting, Financial Documents, P&L statements, Working capital
	Applicable Sources of funding and Regulatory and Statutory rules - PDF	Regulatory and statutory rules for an Entrepreneur, Business Loans for startups and MSMEs by Indian Government
	Analysis of success and failure stories - PDF	Analysis of success and failure stories, Key skills involved in the successes of entrepreneurs
	Identification of one's entrepreneurial skills and knowledge - PDF	Identify various skills and characteristics o be an entrepreneur, Effective Ways to Build Entrepreneurial Skills, Develop or Improve your Entrepreneurial Skills ,
	Legal Issues	Intellectual Property Rights, patents, trademarks, copyrights, trade secrets, licensing, franchising

### Books Recommended

1. NVR Naidu and T.Krishna Rao, Management and Entrepreneurship, JK Int Pub House, New Delhi
2. S Anil Kumar, Small Business and Entrepreneurship, IK Int Pub House, New Delhi
3. Balraj Singh, Entrepreneurship Development, Wisdom, New Delhi
4. Timmons and Spinelli, New Venture Creation:Entrepreneurship for 21st Century,Tata McGRaw Hill Publishing Company New Delhi
5. C.V. Bakshi, Entrepreneurship Development, Excel Publications.
6. Vasant Desai, Dynamics of Entrepreneurial Development and Management,Himalaya Publishing House, Mumbai.

7. Arora M., Natarajan K. and Gordan E., Entrepreneurship Development, 1st ed; Himalaya Publishing House Pvt Ltd, 2009.

#### **Reference Books**

1. Hisrich, Robert D., Michael Peters and Dean Shepherd, Entrepreneurship, Tata McGraw Hill, New Delhi
2. Barringer, Brace R., and R. Duane Ireland, Entrepreneurship, Pearson Prentice Hall, New Jersey (USA)
3. Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Books, New Delhi
4. Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi.
5. Forbat John, "Entrepreneurship" 1st Edition, New Age International, 2008.
6. Havinal, Veerbhadrapa, "Management and Entrepreneurship", 1st Edition, New Age International Publishers, 2008.
7. John S.M., rural women Entrepreneurship, 6th ed; Discovery Publishing House, 2004. □ Janakiram B., Management & Entrepreneurship, Excel Books India, 2009.
8. Prahlad, CK., Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits, 1st Edition; Dorling Kindersley Ltd, 2006.

#### **Web Links**

1. [https://www.tutorialspoint.com/entrepreneurship\\_development/entrepreneurship\\_development\\_tutorial.pdf](https://www.tutorialspoint.com/entrepreneurship_development/entrepreneurship_development_tutorial.pdf)
2. <https://www.bing.com/videos/search?q=entrepreneurship+development+videos&qpv=entrepreneurship+development+videos&view=detail&mid=2F136B2E6941D1F8DB4E2F136B2E6941D1F8DB4E&&FORM=VRDGAR>

<https://www.bing.com/videos/search?q=entrepreneurship+development+videos&qpv=entrepreneurship+development+videos&view=detail&mid=01D578B93003F888E6DF01D578B93003F888E6DF&&FORM=VRDGAR>

**Course Title: Economics for Bankers**

**Course No. MBF901**

**Course Credit: 02 (0-2-0)**

**Max. Marks: 100 (30I+70E)**

**Objective**

To enable the students to understand and learn how economic principles can be used in banking business decisions and offer a broad perspective of economic issues and methods to successfully face the prospect of economic studies.

**Learning Outcomes**

1. Learn the nature and scope of economics with respect to banking business aspects
2. Understand the concept of money and banking
3. Demonstrate the use of different demand estimation and demand forecasting techniques
4. Demonstrate their understanding of different types of market structures
5. Analyze the performance measurement of banks
6. Identify and describe the main factors of macro-economics

<b>Unit</b>	<b>Topic</b>
<b>I</b> (LO – 1,2)	Economics, Meaning, Keynesian Theory and reference to classical and neo-classical synthesis; Demand and Supply; Elasticity of Demand; Economies of scale and scope; Concept of Utility & Indifference curves;
<b>II</b> (LO – 3,4,5)	Markets and its Competition; Types and Value of money; Velocity of Money, Money Supply(M3), Credit Multiplier, Money Multiplier; Break even analysis
<b>III</b> (LO – 4,5,6)	Business and Economic Forecasting – Survey Methods, Statistical Methods- Measure of Central Tendency, Dispersion; Correlation and Regression; Trend analysis
<b>IV</b> (LO – 2,3,4)	Banking efficiency measurement using CAMELS, SFA, DEA, Monetary and fiscal policy.
<b>V</b> (LO – 4,5,6)	Concept of Inflation, deflation, stagflation and recession, Concept of National Income, Nationalisation of banks; banking & financial Sector Reforms- Committees and their recommendation

**Recommended Books**

1. Chaturvedi, D.D. & Gupta S.L., Managerial Economics: Text & Cases, Brijwasi Book
2. Christopher R. Thomas & S. Charles Maurice, Managerial Economics, Tata McGraw Hill
3. Dholakia, R.H. & Oza, A.N., Micro Economics for Management Students, Oxford University Press
4. Gupta, G.S., Managerial Economics, McGraw Hill
5. Keating Berry and Wilson, J H., An Economic Foundation for Business Decision,
6. Biztantra Petersen, H. Craig & Cris, L W., Managerial Economics, Pearson Education
7. Salvatore, D , Managerial Economics in a Global Economy, Irwin, McGraw Hill
8. Truett & Truett, Managerial Economics, John Wiley & Sons Inc.

### Semester III

#### Course Title: International Financial Management

Course No. MFM901

Course Credit: 04(3-1-0)  
Max. Marks: 100(30I+70E)

#### Objective

To analyse and understand the characteristics of international financial markets, institutions, instruments, and innovations in global corporate financial management environment with tools and techniques of financial decision-making.

#### Learning Outcomes

1. Appreciate the financial challenges and opportunities encountered by multinational Corporations
2. Understand the economic determinants of foreign exchange rate
3. Recognize the relations among interest rate, inflation rate and foreign exchange rate in the spot and futures markets
4. Understand the economics and decision factors in international financing and investments
5. Identify and measure political risk associated with a sovereign nation

Unit	Topic
I (LO –1,4)	Nature, Scope, Objectives of Financial Management; Capital Budgeting Decisions - Nature and kinds of Capital Budgeting Decisions, Evaluation Techniques, Time value of Money; Cost of Capital: Valuation & Measurement; Capital Structure and determinants of Capital Structure.
II (LO –2,3)	Foreign exchange Market: Nature, structure, types of transactions, exchange rate quotations, spot and forward; Arbitrage. Foreign exchange market in India: nature, structure, operations, and limitations. Exchange rate determination, forecasting, theories: Purchasing power parity, Interest rate parity etc.
III (LO –2,3,4)	International Financial Environment; Balance of Payment Framework; Different types of Risks in International Transactions – Economic and Political; Foreign Exchange Risk and Exposure, Managing Foreign Exchange Risks, Techniques of Foreign exchange Rate Projection, Foreign Exchange depreciation and its impact on Exports and Imports; Contemporary Foreign Exchange Arrangements.
IV (LO –3,4,5)	Foreign Direct Investment; Introduction, Types, Patterns, Policy framework to improve FDI, FDI Trends in India; Portfolio Investment and Benefits of International Portfolio Investment; Multinational Capital Budgeting – Applications and Interpretations, Acceptance Criteria in Foreign Investments.
V (LO –3,4,5)	International Mergers and Acquisitions; International Working Capital Management; Sources of Financing of International Trade.

### **Recommended Books**

1. Pandey I M, 'Financial Management' 10th ed; Vikas Publishing House Pvt. Ltd., 2010.
2. Khan M Y & Jain P K, 'Financial Management, Text, Problems & Cases', Tata McGraw Hill, 1999.
3. Bhalla V.K., 'Financial Management & Policy' 4th ed; Anmol Publications Pvt. Ltd. 2004.
4. Horne Van, 'Financial Management & Policy' 3rd ed; Prentice Hall India, 2005.
5. Chandra P, 'Financial Management Theory & Practice' 8th ed; Tata McGraw Hill, 2011.
6. Brealey R and Myers S.C., 'Principles of Corporate Finance' 6th ed; , McGraw-Hill College, 2000.
7. Kapil .S., Financial Management, 1st d; Pearson education, 2010.
8. Lasher W.R., Financial Management: Principles and Practice, 1st ed; South Western, 2011.
9. Apte, PG, International Financial Management, 5th ed; New Delhi, Tata MC GrawHill, 2010.
10. Buckley, Adrain, Multinational Finance, New York, Prentice Hall Inc; 1996.
11. Paul, Justin, International Business, 3rd ed; New Delhi, Prentice hall India, 2007.
12. Seth, A.K., International Financial Management, Galgotia Publishing Company, New Delhi, 2002.
13. Vyuptakesh S., International Financial Management, 6th ed; Prentice Hall India, 2012.
14. Madura J., International Financial Management, 7th Revised edition; South-Western, 2002.
15. 2002.
16. Jain P.K., International Financial Management, Macmillan Publishers India, 2000.
17. Bhalla V.K., International Financial Management. Anmol Publications Pvt Ltd, 2002



## Course Title: Project Finance

Course No. MFM902

Course Credit: 04(3-1-0)  
Max. Marks: 100(30I+70E)

### Objective

To apply different advanced project appraisal techniques and determine the feasibility of the project in the modern business environment by assimilating the various sources of financing and analysis based on economic and social cost benefit analysis

### Learning Outcomes

1. Imbibe a comprehensive understanding related to the design, organization and funding options for complex long-term projects.
2. Become aware about the industrial, legal and financial issues of the projects.
3. Design and organize a socio-economically viable project.
4. Conduct viability and feasibility study of a project.
5. Inculcate the habit of taking a 360-degree view of environment before decision making involving projects.
6. Develop an attitude that incubates and supports ethically and socially responsible projects.

Unit	Topic
I (LO –1,2)	Generation and Screening of Project Ideas: Generation of ideas, Monitoring, the environment, regulatory framework for projects, Project Identification; Project Formulation: Market and Demand Analysis, Technical Analysis, Economic Analysis
II (LO –2,3,4)	The market for project finance: Applications and sectors: Evolution of project finance and market segments; The global project finance market; The domestic project finance market.
III (LO –4,5)	Project Characteristics, Risk Analysis and Risk Management: Identifying project risks; Risk allocation with contracts stipulated by the SPV; Summary of the Risk management process.
IV (LO –5,6)	Analysis of operating cash flows and their behavior in different project life-cycle phases; Defining the optimal capital structure for the deal; Financial viability and the Cover ratios used to measure it; Sensitivity Analysis and Scenario Analysis; Monte Carlo Simulation, Decision Tree Analysis,
V (LO –4,5,6)	Project Execution and controlling: PERT & CPM; Legal and Ethical Aspects of Project Finance: Special characteristics of a project company; Contract structure of the deal. Ethical Projects, Ethical Ready Proposals, Ethical monitoring during project implementation, Preventing Project Frauds, Benefits of ethical behaviour.

### Recommended Books

1. Machiraju, H.R., Introduction to Project Finance, Vikas Publishing House
2. Narendra Singh, Problems and Solutions in Project Management and Control, Himalaya Publishing House
3. Prasanna Chandra, Project Preparation Appraisal Budgeting and Implementation, Tata McGraw Hill
4. Rao.P.C.K ,Project Management and control, Sultan Chand & Sons Vasanth Desai, Project Management, Himalaya Publishing House
5. Stefano, Gatti. (2008). Project finance in theory and practice – Designing structuring and financing private and public projects. Edition (Indian) Academic, Press - An imprint of Elsevier.
6. Fabozzi, F., &Nevitt, P.K. (2006). Project financing (7th ed.). London: Euromoney.

7. Yescombe, E.R. (2003). Principles of project finance. San Diego, CA: Academic Press.
8. Scott, H. (2007). The law and business of international project finance (3rd ed.). Cambridge Univ. Press.
9. Sarda Govind Prakashan,D.P. Handbook on project appraisal and follow-up - A practical guide.
10. Prasanna, Chandra. Projects - planning, analysis, selection, financing, implementation and review – CFM -TMH Professional series in finance

## Course Title: Fintech and Data Analytics

Course No. MAN901

Course Credit: 04 (3-1-0)  
Max. Marks: 100 (30I+70E)

### Objective

To provide an understanding of emerging technology in modern day business in delivering services and value for customers and internal decision making

### Learning Outcomes

1. Appreciate and comprehend the increasing role of technology in finance
2. Understand the importance and need for business analytics.
3. Provide exposure to spread sheet modelling and best practices of an appropriate spread sheet model.
4. Introduce and understand the application of business analytics methods
5. Identify opportunities for creating value using business analytics and estimate the value created using business analytics to address an opportunity.

Unit	Topic
I (LO-1,2,3)	Fintech: History, Factors responsible for Fintech IT-enabled financial innovations, opportunities and threats. Implications for traditional and non-traditional banking and financial service providers; Brief description of Emerging business models, Artificial Intelligence, Chatbots, Sandboxes, Robo-Advisory, Cryptocurrencies, Crowdfunding, Block chains and other recent innovations in Fintech
II (LO – 2,3)	Introduction to Business Analytics (BA). Evolution and Scope of Business Analytics. Data for Business Analytics. Decision Models, Descriptive, Predictive and Prescriptive Models. Problem Solving and Decision making process.
III (LO – 2,3)	Predictive Modelling and Analysis: Logic and data driven modelling, Analysing uncertainty and model assumptions , What if analysis, Data tables, Model Analysis using Risk Solver platform, Parametric sensitivity analysis and Tornado charts, Regression Analysis fitting, model fit measures, hypothesis testing, prediction and validating model assumptions by residual analysis, Regression model building, Regression model with non-linear terms,
IV (LO – 4,5)	Forecasting techniques Statistical forecasting techniques, Decomposition model, Estimation of trend, seasonality and cyclical components, Regression based forecasting with trend and seasonality components, Smoothing models for forecasting, moving average, exponential smoothing methods for stationary and non-stationary time series, The practice of forecasting
V (LO – 4,5)	Introduction to Data Mining: Scope of Data Mining, Data exploration and reduction, Classification ,Measuring classification performance, Using training and validation data, Classifying new data, Classification techniques, K nearest neighbour, Discriminant Analysis, Logistic regression

### Recommended Books

1. Albright C. S., Winston Wayne L. and Zappe C. J., Decision Making Using Microsoft Excel (India Edition). Cengage Learning
2. Evans J. R ., Business Analytics Methods, Models and Decisions, Pearson
3. Powell and Baker, Management Science: The Art of Modelling with Spreadsheets, Wiley
4. Provost and Fawcett, Data Science for Business, O'Reilly
5. Shmueli, Patel, and Bruce, Data Mining for Business Intelligence, Concepts, Techniques and Applications, Wiley
5. "Digital Disruption - How FinTech is Forcing Banking to a Tipping Point", Citi GPS:Global Perspectives & Solutions, Mar 31st, 2016,

<https://ir.citi.com/D%2F5GCKN6uoSvhbvCmUDS05SYsRaDvAykJb5subGr7f1JMe8w2oX1bqpFm6RdjSRSpGzSaXhyXY%3D>

6. “Digital Disruption – Revisited - What FinTech VC investments tell us about a changing industry”, Citi GPS, Global Perspectives & Solutions, Jan 23rd, 2017, <https://ir.citi.com/FIanoC50Aw5dWM7kPzoLKU3buhKF1LETHM1deMYw1%2F2zNzWfG8zmYw%3D%3D>
7. “FinTech: A Study of Enablers, Opportunities and Challenges in the Banking and Financial Services Sector”, July 2019 , <http://www.igi-global.com/chapter/fintech/231126?camid=4v1>
8. “Fuel of the future, Data is giving rise to a new economy, How is it shaping up?”, The Economist, May 6th, 2017 <http://www.economist.com/news/briefing/21721634-how-it-shaping-up-data-giving-rise-new-economy?frsc=dg%7Ce>
9. “How Bitcoin Works Under the Hood”, Scott Driscoll, <https://www.youtube.com/watch?v=Lx9zgZCMqXE>
10. “Strategies for Two-Sided Markets”, Thomas Eisenmann, Geoffrey Parker, and Marshall W. Van Alstyne, Harvard Business Review, October 2006.
11. “The Essence of the Blockchain”, Michael Scott, 30 Aug 2016, <http://www.miracl.com/hubfs/block.pdf?hsCtaTracking=41b86e7e-0bc6-48f0-889a-61bd43021a32%7Cab2522ad-e26f-4487-b0f3-b251481190c8>
12. “The Human Face of Big Data”, April 10th 2014, Produced by Sandy Smolan & William Medsker, <https://www.youtube.com/watch?v=TEUyMzDhvm0>
13. “The pulse of FinTech”, KPMG, Nov 7th, 2017, <https://home.kpmg.com/xx/en/home/insights/2017/10/the-pulse-of-fintech-q3-2017.html>

## Course title: Principles and Practices of Insurance

Course No. MBF902

Course Credit: 04 (2-2-0)  
Max. Marks: 100 (30I+70E)

### Objective

To provide an exposure and understanding of the mechanism of Insurance industry and equip the students, with the knowledge of important tools and, techniques, rules & regulations related to Insurance business in general and India and to contribute effectively industry in particular and to the society in general.

### Learning Outcomes

1. Able to familiarize with the scenario of Insurance business
2. Create awareness and develop an understanding about the best applicable practices in Insurance business.
3. Orient the students with the knowledge and skills required to take up challenges and exploit opportunities.
4. Familiarise the students with the applicable laws and compliance with regard to the rights of consumer.

Unit	Topic
I (LO – 1,2)	Introduction To Insurance : The Concept of Risk, Perils and Hazards- Classification of Risks; Risk Assessment, Risk Transfer & Mitigation Methods; The Concept of Insurance; Principle of Probability and Law of Large Numbers; Pooling of Resources-Sharing of Risks; Insurance as Security / Solidarity
II (LO – 2,3)	Basic Principles of Insurance: Moral Hazard / Morale Hazard; Adverse Selection; Utmost Good Faith; Insurable Interest – Material Facts; Proximate Cause; Indemnity–Valued Policy; Subrogation; Contribution; Legal Characteristics of Insurance Contract:
III (LO – 3,4)	Types of Insurance: Life Insurance; Micro Insurance; Annuities; Health Insurance; General Insurance; Motor Insurance; Marine Insurance; Commercial Line Insurances; Personal Line Insurances; Liability Insurance; Property Insurance; Other Miscellaneous Insurance
IV (LO – 3,4)	Insurance Documents and Policy Terms and Conditions: Insurance Policy Contract – Need for Proposal Forms; Scope of Cover – Coverage, Exclusions and Warranties, Conditions; Endorsements and Riders in Insurance; Deductibles, Franchise, Co-Insurance Arrangements; Documents Relating to Underwriting and Claims Settlement; IRDA guidelines related to detection and monitoring of Insurance Frauds.
V (LO – 2,3,4)	Case studies on different types of insurance mentioned in Unit III

### Recommended Books

1. Principles of Insurance (IC-01), Insurance Institute of India, Mumbai.
2. Practice of Life Insurance (IC-02), Insurance Institute of India, Mumbai
3. Practice of General Insurance (IC-11), Insurance Institute of India, Mumbai
4. Corporate Agent (IC-38), Insurance Institute of India, Mumbai
5. ICFAI Course Book – Life Insurance Vol. I, II, III (LBRARO)

**Course title: Financial Institutions & Markets**

**Course No. MFM906**

**Course Credit: 04 (2-2-0)**  
**Max. Marks: 100 (30I+70E)**

**Objective**

To enlighten and acquaint the students with the concepts and practical dynamics of financial institutions and markets

**Learning Outcomes**

1. Comprehend the need and role of financial institutions in financial markets
2. Describe the functioning of financial institutions in financial markets
3. Understand the concept and importance of financial services

<b>Unit</b>	<b>Topics</b>
<b>I</b> (LO – 1)	Structure of Financial System: Role of Financial System in Economic Development, Financial Markets and Financial Instruments, Capital Markets, Money Markets, Primary Market Operations , Role of SEBI , Secondary Market Operations , Regulation , Functions of Stock Exchanges , Listing , Formalities , Financial Services Sector Problems and Reforms and Operations, role of NSDL and CSDL.
<b>II</b> (LO – 1,2)	Financial Services: Concept, Nature and Scope of Financial Services, Regulatory Frame Work of Financial Services , Growth of Financial Services in India , Merchant Banking , Meaning, Types , Responsibilities of Merchant Bankers , Role of Merchant Bankers in Issue Management , Regulation of Merchant Banking in India.
<b>III</b> (LO – 2,3)	Venture Capital: Growth of Venture Capital in India, Financing Pattern under Venture Capital, Legal Aspects and Guidelines for Venture Capital, Leasing, types of Leases, Evaluation of Leasing Option Vs. Borrowing.
<b>IV</b> (LO – 2,3)	Credit Rating, Meaning, Functions, Debt Rating System of CRISIL, ICRA and CARE. Factoring, Forfeiting and Bill Discounting, Types of Factoring Arrangements, Factoring in the Indian Context.
<b>V</b> (LO – 2,3)	Mutual Funds, Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India. Debt Securitisation, Concept and Application, De-mat Services: need and importance

**Recommended Books**

1. Anthony Saunders and MM Cornett, Financial Markets & Institutions, Tata McGraw Hill
- Avadhani V.A., Marketing of Financial Services, Himalaya Publishing House
2. Batra G.S., Management of Financial Institutions and Markets, Deep & Deep Publications
- Bhole & Mahakud, Financial Institutions and Market, Tata McGraw Hill
3. Desai Vasanth, Financial Markets & Financial Services, Himalaya Publishing House
4. Jakob de Haan, Sander Oosterloo, Dirk Schoenmaker, Financial Markets and Institutions, Cambridge University Press
5. Madura Jeff, Financial Markets & Institutions, Cengage Learning Meir Khan, Financial Institutions and Markets, Oxford Press.

6. Murthy D.K., and Venugopal, Indian Financial System, IK International Publishing House Pvt Ltd
7. Punithavathy Pandian, Financial Markets and Services, Vikas Publishing House
8. Saunders. A., Financial Institutions Management: A Modern Perspective, Irwin McGraw Hill

## Course Title: Security Analysis and Portfolio Management

Course No. MFM907

Course Credit: 04 (2-2-0)  
Max. Marks: 100 (30I+70E)

### Objectives

It develops an investment attitude and prepares students for careers in the areas of finance and investment. Students opting for finance specialization would find this course to be important as its applications can be seen while understanding financial markets.

### Learning Outcomes

1. To provide students with a conceptual and analytical framework of evaluating a security.
2. To provide students with working knowledge framework of different financial instruments, their risk and returns and their usefulness while constructing portfolios.
3. To familiarize students with portfolio construction and management techniques and strategies.
4. To appreciate the ethical and social dimensions of financial markets and portfolio management.

Unit	Topics
I (LO – 1,2)	Organization and Functioning of securities markets - What is a Market? Primary capital markets; secondary financial markets. Security market indexes - Stock market indexes; Bond market indexes. The investment setting - What is an investment? Measures of return and risk. The Asset Allocation decision - Individual investor life cycle.
II (LO – 1,2)	Macro market analysis – Economic activity and security markets, Economic series and stock prices; the cyclical indicator approach etc. Company analysis and stock valuation – Company analysis versus valuation of stock; Company analysis; Estimating intrinsic value; Additional measures of relative value. Technical analysis – Why should capital markets be efficient? Alternative efficient market Hypotheses; Tests and results of EMH; Implications of efficient capital markets
III (LO – 2,3)	An introduction to Portfolio Management - Some background assumptions; Markowitz portfolio Theory; An introduction to asset pricing models – Capital Market Theory: An overview; The Capital Asset Pricing Model: Expected return and risk; relationship between Systematic risk and return; The Market Portfolio: Theory Vs Practice Multifactor Models of risk and return – Arbitrage Pricing Theory
IV (LO – 2,3)	Equity portfolio management strategies – Passive Vs Active management; Overview of passive equity portfolio management strategies; Overview of active equity portfolio management strategies; An overview of style analysis; asset allocation strategies
V (LO – 3,4)	Bond Valuation and Bond Portfolio Management Strategies. The Analysis and Valuation of Bonds – The fundamentals of Bond Valuation; computing bond yields Bond Portfolio Management strategies – Alternative Bond Portfolio Strategies – Passive Management Strategies; Active Management Strategies

### Recommended Books

1. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 8th edition, 2008.
2. S. Kevin, Securities Analysis and Portfolio Management, PHI Learning, 2008.
3. Bodi, Kane, Markus, Mohanty, Investments, 6th edition, Tata McGraw Hill, 2007.
4. V.A. Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2008.
5. V.K. Bhalla, Investment Management, S. Chand & Company Ltd., 2008.



## Course Title-Spreadsheet Modelling

Course No. CSE802P

Course Credit: 03(0-0-3)  
Max. Marks: 100 (70I+30E)

### Objective

To handle volume of data in effective manner, improve their analytical skills and make them understand about the role of data in a business

### Learning Outcome

1. The student will be able to maintain data
2. Will understand the ways to collect the data (Online Surveys & Business tools).
3. To do online and offline Projects based on the tools in excel
4. The students will be able to present the data in structured way to arrive and support the business decisions.
5. Work with spreadsheets and save them in different formats for developing proper formats. (Theory)
6. Create mathematical and logical formulas using standard spreadsheet functions. (Theory)
7. Choose, create and format charts to communicate information meaningfully. (Theory)
8. Work with tables and lists to analyze, filter and sort data to analyse the results for different data sets (Theory)
9. Enhance productivity by working with named cell ranges, macros and templates. (Theory)
10. Will be able to present the data in structured way to arrive and support the business decisions. (Practical)
11. Will be able to maintain and collect the data (Online Surveys & Business tools) (Practical)
12. To do online and offline Projects based on the tools in excel (Practical)
13. Creating Spreadsheet and enter data into cells. Edit rows and columns in a worksheet. Copy, move, delete and appropriately rename worksheets. (Practical)
14. Format numbers and text content in a spreadsheet. And adjust spreadsheet page settings and check and correct spreadsheet content before finally printing spreadsheets. (Practical)
15. Creating charts, tables, pivot table and applying various functions and formulas. (Practical)
16. Applying filter and sorting functions to the given data. (Practical)
17. Will be able to make analysis in different areas of management. (Practical)

Unit	Topic
I (LO – 1,2,3,4,5)	Functions & Formulae: Mathematical, Financial, Statistical, Logical functions
II (LO – 6,7,8,9,10)	Analysis: Use one-input, two-input data tables/multiple operations tables; Sorting and filtering: Sort data by multiple columns at same time, Create a customized list and perform a custom sort, macros, Customer feedback analysis.
III (LO – 15)	Linear programming –Basic, two level nested functions; Analysis using the Data analysis tools and DEA Solver.
IV (LO – 17)	Preparation of CMA data and assessment of the permissible bank finance

V (LO – 17)	Use of Data Analysis tool to solve Problems related to Operations, Finance, HR, Marketing.
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**Practical:**

- Charts and Tables
  1. Text Functions
  2. Date and time Functions
  3. Statistical functions
  4. Financial Function
  5. Logical Functions
  6. Pivot
  7. Look Up
  8. Nested
  9. Case Study Analysis in different areas
  10. Preparation of CMA Data Analysis

**Recommended Books****Text Books**

1. Statistics for Managers using Microsoft excel, PHI Learning Private Limited, 2010 by Levine, Stephan, Krehbiel and Berenson.
2. Excel Data Analysis: Modeling and Simulation 2010. Springer, by Hector Guerrero (Author)
- 3.

**Reference Books**

1. Managerial Statistics”, Cengage Learning, by Gerald Keller., “
2. Statistics for Management”, Tata McGraw Hill Publishing Company, by Dr. Srivastava T.N.
3. Research Methodology Concepts and Cases, Vikas Publishing House Private Limited, 2011 by Dr. Deepak Chawla, Dr. Neena Sondhi.,

## Course Title: Risk Management

Course No. MFM908

Course Credit: 03 (2-1-0)  
Max. Marks: 100 (30I+70E)

### Objective

To provide an understanding of risk and methods of handling risk, risk identification and measurement, while understanding the risk management processes adopted by different individuals and organisations.

### Learning Outcomes

1. Comprehend the meaning of risk and its types
2. Learn the difference between risk and uncertainty and how to manage them
3. Appreciate and evaluate the risk management processes adopted by various individuals and organisations
4. Recognize the risk measurement and financing process using varied approaches

Unit	Topics
I (LO –1,2,3)	Introduction to Risk Management: Risk and Uncertainty ,Types of Risk, Burden of Risk, Sources of Risk, Methods of handling Risk, Degree of Risk, Management of Risk
II (LO –1,2,3)	Risk and Uncertainty Determination: Risk Vs Return dynamics, Methods of Risk determination; Risk Adjusted Discounted Rate, Certainty Equivalent Method, Sensitivity Techniques, Probability Technique, Standard Deviation Method, Coefficient of Variation Method, Decision Tree Analysis.
III (LO –3,4)	Risk Management Process: Identification Loss exposures, Analysing Loss exposures, Objectives of Risk Management, Select the Appropriate Risk Management Technique, Implement and Monitor the Risk Management Program, Risk Management objectives, Need for a Rationale for Risk Management in Organizations, Understanding the cost of Risk, Individual Risk Management and the Cost of Risk, Risk Management and Societal Welfare.
IV (LO –3,4)	Risk Measurement: Evaluating the Frequency and Severity of Losses, Risk Control, Risk Financing Techniques; Advanced Issues in Risk Management: The Changing Scope of Risk Management, Other Risk Management Tools;
V (LO-1,2,3,4)	Risk Management - Mistakes to avoid: Learning from Case Studies- Bank Herstatt, Lehman Bros., Long Term Capital Management (LTCM), Barings Bank etc.

### Recommended Books

1. C. Arthur Williams, Jr. Peter Young, Michael Smith, Risk Management and Insurance, Tata McGraw Hill
2. Dorfman, Mark S., Introduction to Risk Management and Insurance, Prentice Hall  
Emmett J. Vaughan, Therese Vaughan, Fundamentals of Risk and Insurance, Wiley  
George E Rejda, Principles of Risk Management and Insurance, Pearson
3. Gulati Neelam C., Principles of Risk Management and Insurance, Excel Publishing  
Gupta P.K., Insurance and Risk Management, Himalaya Publishing House
4. Kakkar D.N. & Srivastava S.N., Insurance & Risk Management, New Age Publication
5. Scott E. Harrington, Gregory R Niehaus, Risk Management and Insurance, Tata McGraw Hill

## Semester IV

### Course Title: Taxation for Managers

Course No. MFM909

Course Credit: 02 (0-2-0)  
Max. Marks: 100 (30I+70E)

#### Objective

This course attempts to expose students to various taxation laws and their impact on business decision making in general and financial decision making in particular.

#### Learning Outcomes

1. Understand the existing tax laws, both direct and indirect covered in the curriculum, interpret and apply them in the globalised nature of the current business.
2. Undertake tax planning within the ambit of Indian Tax laws particularly Income Tax Act 1961 and the other key laws governing indirect taxation, covered in the curriculum.
3. Think 'taxability' from a strategic perspective when ideating and finalizing business strategies.
4. Understand and appreciate the ethical and social dimensions of taxation.
5. Understand the clear difference of tax evasion, tax avoidance and tax planning.

Unit	Topics
I (LO –1,2,3,4)	Introduction to Taxation, Key Concepts & Definitions, Income from Salary and House Property. Basic Concepts of Fiscal Policies & Definitions, Residential Status & Tax Incidence, Income from Salary, Income from House Property & Tax Planning
II (LO –1,2,3,4)	Profit from Business or Profession, Capital Gains & Planning, Income from other sources & Tax Planning, How to plan for Clubbing provisions, Tax Planning through Carry Forward & Set off of Losses and Deductions from Total Income.
III (LO –4,5)	Tax Planning through Amalgamation & Merger, Holding & Subsidiary Company, Capital Structure, Minimum Alternative Tax and its compliance and planning and other aspects of Tax Planning and Compliance, NRIs & Tax Planning, DTAA's, Transfer pricing and proposed GAAR.
IV (LO –1, 3,4)	Provisions of Central Excise, Customs, Service Tax, Vat And GST. Law relating to Central Excise, Customs, Service Tax, VAT and related rules.
V (LO –4,5)	Taxation & Governance. Contribution of direct and indirect taxation to the Indian economy, tax evasion and tax avoidance, tax as a levy for the Government's enabling role and GAAR.

#### Recommended Books

1. Manoharan, T. (2013). Direct Tax Law, Taxman Publication, New Delhi
2. Datey V. (2013). Indirect Tax law, Taxman Publication, New Delhi
3. Ahuja, G., & Gupta, R. (2013). Direct taxes: law and practice. New Delhi: Bharat law House.
4. Kanga, J., & Palkhivala. (2013). Income tax Bombay. 1-3, N-M. Tripathi, Mumbai
5. Singhania, V. (2013). Direct taxes: law and practice. New Delhi: Taxman Publication.
6. Manuptralaw.com & Incometax.gov.in
7. ITR reported cases

## Course Title: Research Methodology

Course No. MGM902

Course Credit: 02 (0-2-0)

Max. Marks: 100 (30I+70E)

### Objective

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

### Learning Outcome

1. Understand the various aspects of research methods.
2. Ability to collect the data from primary and secondary source.
3. Application of various tools to conduct research.
4. Ability to prepare a research report.
5. Demonstrate familiarity with major concepts, theoretical perspectives, empirical findings, and historical trends
6. Understand and apply basic research methods including research design, data analysis, and interpretation.
7. Development of testable hypotheses, differentiate research design and/or statistics, evaluate aptness of research conclusions, and generalize them appropriately.
8. Use research data to formulate or evaluate new research questions, using reason and persuasion in a logical argument.

Unit	Topic
I (LO – 1,2,3,4)	<b>Introduction:</b> Meaning of research; Types of research- Exploratory research, Conclusive research; The process of research; Research applications in social and business sciences; Features of a Good research study, Research Problem and Formulation of Research Hypotheses, Writing a research proposal- Contents of a research proposal and types of research proposals.
II (LO –3,4,5)	<b>Primary and Secondary Data:</b> Classification of Data; Secondary Data: Uses, Advantages, Disadvantages, Types and sources; Primary Data Collection: Observation method, Focus Group Discussion, Personal Interview method. Attitude Measurement and Scaling, Criteria for Good Measurement.
III (LO – 6,7)	<b>Questionnaire Design and Sampling:</b> Types of Questionnaires; Process of Questionnaire Designing; Advantages and Disadvantages of Questionnaire Method., Sampling concepts- Sample vs Census, Sampling vs Non Sampling error; Sampling Design- Probability and Non Probability Sampling design; Determination of Sample size- Sample size for estimating population mean, Determination of sample size for estimating the population proportion, Data Processing.
IV (LO – 6,7,8)	<b>Univariate and Bivariate Analysis of Data:</b> Descriptive Analysis of Univariate data- Analysis of Nominal scale data, Analysis of Ordinal Scaled Questions, Measures of Central Tendency, Measures of Dispersion; Descriptive Analysis of Bivariate data, Correlation and Regression Analysis, Testing of Hypotheses
V (LO – 6,7,8)	<b>Chi-square Analysis &amp; Report Writing:</b> Chi square test for the Goodness of Fit; Chi square test for the independence of variables; Chi square test for the equality of more than two population proportions, Analysis of Variance, Research Report Writing, Ethics in Research

### Books Recommended

1. Mark Saunders, Philip Lewis, Adrian Thornbill, Research Methods for Business Students, Pearson,ND

2. Churchill, Iacobucci & Israel, Marketing Research: A South Asian Perspective, Cengage, New Delhi
3. C.R. Kothari, Research Methodology, New Age International.
4. Carver & Nash, Data Analysis with SPSS, Cengage, New Delhi
5. Alan Bryman & Emma Bell, Business Research Methods, Oxford University Press.
6. Donald R. Cooper & Pamela S. Schindler, Business Research Methods 8th Edition, Tata McGraw Hill.
7. K.V.S. Sarma, Statistics made simple, do it yourself on PC, Prentice Hall.
8. V P Michael, Research Methodology in Management, Himalaya, Mumbai
9. Business Research Methods – Donald Cooper & Pamela Schindler, TMGH,
10. 9th edition.
11. Research Methodology – C.R. Kothari
12. Research Methodology – Dr. V.P. Micahel
13. Research Design and Methods-Kenneth S. Bordens
14. Methodology and the Technique of Social Research-Wilkinson, Bhandarka

## Course Title- Ethics and Values

Course No. MGM901

Course Credit: 02 (2-0-0)  
Max. Marks: 100 (30I+70E)

### Objective

To imbibe the moral values and ethics in students to make them responsible and compassionate global citizens

### Learning Outcomes

1. Create an awareness about need and importance of ethics and values in doing business
2. Sensitize to the nature of ethical issues
3. Develop a capacity for ethical reasoning and to apply them in Organization contexts
4. Apprehend essence of ethics in functional areas if an organization
5. Appreciate the role of corporate governance and corporate social responsibility in promoting ethics and values for a business

Unit	Topic
I (LO –1,2,3)	Ethics: Meaning and nature of Ethics, Meaning of Moral & Ethics, Types of Ethics, Importance of Ethics, Nature of Ethics, Importance of ethics in business, Types of business; Individual Ethics- Professional ethics, Corporate Ethics, Ethical behavior
II (LO –2,3,4)	Nature of business ethics and values; Factors influencing business ethics, leadership strategy and performance, environment corporate culture, individual characteristics, Managing codes of ethics, ethics committees, hotlines, ethics training programs and laws enforcing ethical conduct.
III (LO –2,3,4)	Ethics in marketing, Process relative ethics, product relative ethics, competition relative ethics; Ethics in finance and accounting, investment decisions, disclosure norms, insider trading norms. Ethics in production and operations management, Worker safety, product safety, quality, environment and worker rights.
IV (LO –2,3,4)	Ethics in global business, ethical principles governing global business, ethics relation to adapting host countries culture and norms, issues relating to negotiations and providing access to less developed countries, avoiding sanctions, protection of intellectual properties. Pressures for ethical convergence, ethical principles governing global business.
V (LO –4,5)	Corporate Governance and business ethics, roots of unethical behaviour, unethical issues, corporate governance and ethics, the Indian context; Corporate Social Responsibility(CSR): Meaning, scope, Corporate Governance and CSR, Social responsibility and Indian corporations. Corporate Governance and regulators (SEBI's) role ,The future of Corporate Governance in India.

### Recommended Books

1. Agalabatti B.H., Krishna S., Business Ethics: Concepts and Practices (With special emphasis on Indian Ethos and Values), Nirali Prakashan
2. Chakraborty S.K., Ethics in Management: Vedantic Perspective, Oxford University Press  
Davies Peter W.F., Current Issues in Business Ethics, Roulledge
3. Fernando A.C., Corporate Governance: Principles, policies and practices, Pearson Education  
Gary A. Yukl, Leadership in Organizations, Pearson

Hartman Laura P., Perceptiveness in Business Ethics. McGraw Hill International Publications  
McDonald Gael, Business Ethics: A Contemporary Approach, Cambridge University Press