Goa University

P.O. Goa University, Taleigao Plateau, Goa 403 206, India

Syllabus of MBA (Financial Services) Programme Offered at the Department Of Commerce under OB 27 w.e.f from the Academic Year 2014-2015

A brief description of the Course

- **Purpose**
  The main objective of offering MBA(FS) programme under Choice Based Credit System include
  a. Creation and development of conceptual, operational and managerial skills for manpower requirements of Financial Services industry.
  b. Provide advanced knowledge and training on various facets of financial services such as banking, capital markets, corporate finance and other related areas
  c. Develop manpower that can enjoy functional utility from various employment opportunities and self employment opportunities in the financial sector.
- **Prerequisites**
  To seek admission to MBA (FS) programme a candidate must have passed Graduation in any discipline **with 50 per cent**. Admission will be based on the entrance examination conducted by the department. Based on the marks scored at the entrance examination, a merit list will be prepared and seats are offered on the basis of merit (category-wise). Reservations are as per Goa University Rules.
- **Credits (theory, tutorials, practical's)**
  In order to award MBA (FS) degree the candidate must have earned **100 credits** during two years. Of these **56 credits** are from Compulsory courses, **4 credits** are from compulsory summer training and **24 credits** are from Optional Courses offered during the second year and **16 credits** through corporate internship and project work. However the candidate is allowed to opt for up to a maximum of 20 credits from any other department to meet the requirement. Each credit will carry 15 hours of teaching. The number of theory, tutorial and practical is indicated against each course in the list of courses presented below.
- **Number of semesters, how the courses are distributed**
  The MBA (FS) programme is divided in to Four semesters of which course work is done in three semesters and one semester is devoted for corporate internship with the financial services/manufacturing industry to provide on the job training.
- **Corporate Internship and Project work**
  As a part of MBA (FS) Programme a Corporate Internship carrying **8 credits** is offered during the fourth semester along with Project work for **8 credits**.
- **Summer Training and Industrial/Institutional Tour**
  Every student has to undergo **Two months** summer training in financial services organizations to gain hands on experience at the end of Semester II which carry **four credits**. During the programme Industrial/Institutional tour with **no credits** is optional and the entire expenditure for the tour is to be met by the students.

MBA (Financial Services) - List of Courses

In the following tables, **L** refers to lectures, **T** refers to tutorials and **P** refers to practicals. Description of a course appears on the page number listed in the tables.

Compulsory Courses

Course Code Number and name		L-T-P (hours/week)	Credits	Page Number
FSC101	Accounting for Management	4-0-0	4	4
FSC102	Quantitave Techniques for Finance	2-0-2	4	6
FSC103	Financial Management	4-0-0	4	7
FSC104	Security Analysis	4-0-0	4	8
FSC105	Financial Services I	4-0-0	4	10
FSC106	Strategic Management	4-0-0	4	11
FSC107	Managerial Skills	4-0-0	4	12
FSC201	Econometrics for Finance	2-0-2	4	13
FSC202	Portfolio Management	4-0-0	4	14
FSC203	Financial Services II	4-0-0	4	15
FSC204	Treasury and Forex management	4-0-0	4	16
FSC205	Derivatives Market	4-0-0	4	18
FSC206	Advanced IT application for Business	2-0-2	4	19
FSC207	Stock Market Operations	4-0-0	4	20

Specialization courses

A student has to opt for 24 Credits

Course Code Number and name		L-T-P (hours/week)	Credits	Page Number
FSO301	Corporate Restructuring	4-0-0	4	21
FSO302	Banking and Insurance Management	4-0-0	4	22
FSO303	Venture Capital and Private Equity	4-0-0	4	23
FSO304	Corporate Governance and Social Responsibility	4-0-0	4	24
FSO305	Financial Risk Management	4-0-0	4	25
FSO306	Marketing of Financial Services	4-0-0	4	26
FSO307	Infrastructure and Real Estate Finance	4-0-0	4	27
FSO308	Business Analytics	4-0-0	4	28
FSO309	Tax Planning and Management	4-0-0	4	29
FSC310	Summer Training Report		4	30

Field-based Compulsory Courses

Course Code Number and name		L-T-P (hours/week)	Credits	Page Number
FSC401	Corporate Internship		8	30
FSC402	Project Report		8	30

Recommended distribution of courses Semester-Wise

SEMESTER	Course Number
Semester – I	FSC101
	FSC102
	FSC103
	FSC104
	FSC105
	FSC106
	FSC107
Semester – II	FSC201
	FSC202
	FSC203
	FSC204
	FSC205
	FSC206
	FSC207
Summer Training / Professional Training Programme / Workshop	
Semester – III	FSO301
	FSO302
	FSO303
	FSO304
	FSO305
	FSO306
	FSO307
	FSO308
	FSO309
	FSC310
Semester – IV	
Corporate Internship (4 Months)	FSC401
Dissertation	FSC402

FSC101 Accounting for Management [4 Credits]

Learning Objective: To give an in-depth understanding of use of Accounting Information in Managerial Decision.

UNIT 1: Management Accounting and Accounting Standards (12 Hours)

Management Accounting and Accounting Standards: Accounting – Meaning – Scope – Need – Branches of Accounting – Principles of Accounting - Types of Accounting - Methods of Accounting – Concepts – Conventions – Limitations – Financial Accounting Vs Cost Accounting Vs Management Accounting – Significance – Nature – Scope – Functions – Tools and Techniques of Management Accounting – Management Accounting Process – Advantages – limitations.

Accounting Standards - GAAP – International Accounting Standards Committee (IASC) – International Accounting Standards Board (IASB) – Accounting Standards Board (ASB) –Indian Accounting Standards - IFRS – Need and Significance of IFRS- IFRS Vs IAS – Adaptability and limitations of IFRS in India.

UNIT 2: Financial Statements and Analysis (12 Hours)

Financial Statements – Definition – Nature of Financial Statements – Objectives - Types of Financial Statements – Income Statement – Balance Sheet – Fund Flow Statement – Cash Flow Statement – Owners Equity Statement - **Financial Statement Analysis(FSA)** – Meaning – Need – Objectives – Techniques – Comparative Statements Analysis – Common Size Statements Analysis – Ratio Analysis – Trend Analysis. (Including Problems) - **Statement of Changes in Financial Position** - Funds Flow Analysis and Cash Flow Statement Analysis– Meaning Fund – Flow of Fund – Funds Flow Statement – Funds Flow Statement Vs Income Statement – Funds Flow Statement Vs **Balance** Sheet- Uses and Importance – Limitations – Procedure for Preparing Funds Flow Statement – AS 3 Revised Cash Flow Analysis – Cash Flow Statement Vs Funds Flow Statement – Advantages and limitations of Cash Flow Statement. (Including Problems)

UNIT 3: Cost Control and Decision Making (12 Hours)

Marginal Costing – Definition – Marginal Costing Vs Absorption Costing – Contribution – P/V Ratio – Margin of Safety — Cost – Profit – Volume Analysis – Computation of Break Even Point (BEP) – Composite Break – Even Point – Contribution – Angle of Incidence – (Including Problems) - : **Marginal Costing and Decision Making** – Pricing Decisions – Profit Planning and Maintaining and Desired Level of Profit - Make or Buy Decisions – Problem of key or Limiting Factor - Export Decisions – Sales Mix Decisions – Shutdown or Continue Decisions. (Including Problems) - **Standard Costing and Variance Analysis** – Types of Standards – Standard Costing and Estimated Costing – Advantages – Limitations – Setting of Standards – Analysis of Different types of Material, Labour, Overhead Variances and Sales Variances (Theory only)

UNIT 4: Budgetary Control and Performance Evaluation (12 Hours)

Introduction – Definition – Budget – Budgeting – Budget Control – Characteristics -Meaning – Objectives – Requisites – Advantages – limitations – Steps involved in Budgetary Control - Essentials – Advantages – Budgetary Control Vs Standard Costing - Classification of Budgets – Functional Budgets – Sales Budget – Production Budget – Direct Material Budget – Direct Labor Budget – Manufacturing Overhead Budget – Capital Expenditure Budget – Cash Budget – Master Budget – Flexible Budget – Zero Based Budgeting

UNIT 5: Contemporary Developments in Accounting (12 Hours)

Value Chain Analysis – Activity Based Accounting – Target Costing – Life Cycle Costing – Balance Score Card – Value Added Statement - **IFRS - Disclosures of Accounting Policies** – Valuation of Inventory – Cash Flow Statement(CFS) – Depreciation Accounting – Revenue Recognition – Accounting for Investments – Accounting for Amalgamation – Segment Reporting – Consolidated Financial Statements – Provisions – Contingent Liabilities and Assets. (Theory Only)

Suggested Readings:

1. Khan & JainManagement Accounting 3rd Ed
2. Khan & Jain Theory & Problems in Management & Cost Accounting -
3. Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, 13th edition, Tata McGraw Hill Publishers, 2010.

4. Singhvi Bodhanwala, Management Accounting -Text and cases, PHI Learning, 2008.
5. Ravi M.Kishore Advanced Management Accounting – Taxman Publication
6. Kaplan & Atkinson, Advanced Management Accounting, Prentice Hall of India – 2010
7. S.N.Maheswari – Management Accounting, Sultan Chand, New Delhi – 2012.

FSC102 Quantitave Techniques for Finance [4 Credits]

Learning Objectives: This Course is designed to give a comprehensive understanding on data collection methods and data analysis tools which helps in enhancing the students' skills to handle complex business data.

UNIT 1: Introduction To Business Statistics (8 Hours)

Introduction to Business Statistics – Introduction to Business Research – Types of Research – Data Collection - Sampling Methods – Central Limit Theorem - Data Analysis – Testing of Hypothesis

UNIT 2: Probability Applications (14 Hours)

Probability Applications – Theorems of Probability and Types of Probability – Mathematical Expectation and Probability Distributions (Binomial, Poisson, and Normal) - Correlation and Regression Analysis – Forecasting based on Regression Analysis [Including Problems]

UNIT 3: Time Series Analysis and Non Parametric Tests (14 Hours)

Time series Analysis – Components of Time Series – Forecasting based on Time series Analysis- ANOVA and Non-parametric Tests: (with special emphasis on Chi-Square Applications) [Including Problems]

UNIT 4: Introduction To Financial Modelling Using Excel - I (10 Hours)

Basic Functions in Excel – Advanced Formulae – Special cases in Graphs - Introduction to VBAs and Macros – Loops - Radio Buttons, Combo Box, List Box, Check Box, Solving a Sum using VBA/Macro - Financial Modeling - Introduction – Assumptions – Good modeling Practices [Including Problems]

UNIT 5: Introduction To Financial Modelling Using Excel - II (14 Hours)

Basic Financial Calculations- Generating Random Numbers – Data Tables – Matrices – Using Array Functions - Financial Modeling in different Sectors: Ratio Analysis & Projections of Financial Statements, Report Writing on the basis of financial modelling - Research Reports - Structure and Components of Research Report, Types of Report, Layout of Research Report, Mechanism of writing a research report. [Including Problems]

Suggested Readings

1. Aczel, , A., & Sounderpandian, J. I. (n.d.). *Complete Business Statistics* (6 ed.). Tata Mc GrawHill.
2. Benninga, S. (2008). *Financial Modeling* (Third ed.). The MIT Press Cambridge, Massachusetts,London England.
3. Davis, G., & Pecar, B. (2010). *Business Statistics Using Excel.* Oxford University Pres.
4. Gupta, S. C. (n.d.). *Business Statistics* (6 ed.). Himalaya Publishing House.
5. Kothari, C. R. (n.d.). *Quantitative Techniques.* Vikas Publishing House.
6. Swan, J. (2005). *Practical Financial Modelling:A Guide to Current Practice* (First ed.). Elsevier.

FSC103 Financial Management [4 Credits]

Learning Objectives: The objective of this course is to help students understand the process of financial decision making to enhance share holders wealth

UNIT 1: Introduction (8 Hours)

Introduction to Financial Management: Meaning, nature and scope of finance – Financial goal (profit vs. wealth maximization) – Finance functions – Investment, financing and dividend decisions – Organisation of Finance function – Finance and other related areas. [Theory only].

UNIT 2: Capital Budgeting (15 Hours)

Investment Decisions: Nature of investment decisions – Investment evaluation criteria – Methods of Capital Budgeting (payback period, accounting rate of return, net present value, internal rate of return, profitability index) – NPV and IRR comparison – Capital rationing

Risk analysis in capital budgeting – Meaning and nature – Risk adjusted discount rate – Certainty Equivalent – Statistical Techniques to handle risk – Probability Assignments – Standard Deviation and Coefficient of Variation – Probability Distribution approaches – Independent and Dependent Cash Flows over time – Decision Tree Analysis. (Including practical problems).

UNIT 3: Financing Decisions: (15 hours)

Meaning and Importance of financing decisions - Meaning and significance of cost of capital – Calculation of cost of capital (debt, preference capital, equity capital and retained earnings) – Combined cost of capital (weighted) – Cost of equity and CAPM (Including practical problems).

Operating and Financial Leverage – Measurement of leverage - Effects of operating and financial leverage on profit – Analyzing alternate financial plans – Combined / Composite Leverage [Including practical problems]

Capital Structure Theories (Net Income, Net Operating Income, Traditional, and M.M hypotheses) – Determining capital structure in practice. [Theory only].

UNIT 4: Working Capital management (15 Hours)

Management of Working Capital: Meaning, significance, and types of working capital – Calculating operating cycle period and estimation of working capital requirements – Financing of working capital and norms of bank finance – Sources of working capital – Various committee reports on bank finance – Dimensions of Working Capital Management – Cash-Inventory-Receivables Management[Including practical problems].

UNIT 5: Dividend Decisions (7 Hours)

Dividend Policies: Issues in dividend decisions - Walter's model – Gordon's model – MM hypothesis - Dividend and uncertainty – Relevance of dividend – Dividend policy in practice – Forms of dividends – Stability in dividend – Corporate dividend behaviour [Including practical problems].

Suggested Readings:

1. Brealey, Richard A and Steward C. Myers; *Corporate Finance*, McGraw Hill, New York,7th ed, 2007
2. Chandra , Prasanna: *Financial Management*, Tata McGraw Hill, Delhi, 6th ed, 2012
3. Hampton, John: *Financial Decision Making*, Prentice Hall, Delhi, 5th ed, 2008
4. Pandey, I.M: *Financial Management*, Vikas Publishing House, Delhi, 10th ed, 2010
5. Van Horne, J.C. and J.M. Wachowicz Jr.: *Fundamentals of Financial Management*, Prentice – Hall , Delhi,6th ed, 2005
6. Pinches, George E: *Essential of Financial Management*; Harper and Row, New York.
7. Khan MY, Jain PK: *Financial Management*; Tata McGraw Hill, New Delhi, 6th ed 2012
8. Ross, Wester field and Jordan, *Fundamentals of Corporate Finance*, TMH,6th ed, 2008
9. V.K. B halla, *Financial Management and Policy*, Anmol Publishers, New Delhi,3rd ed,2012
10. G.Sudarshan Reddy, Financial Management, Himalaya Publishers, 3rd ed,2012

FSC104 Security Analysis [4 Credits]

Learning Objective: This course aims at providing comprehensive understanding of theoretical concept and practical dimensions of security analysis with a focus on advanced techniques for assessment of securities.

UNIT 1: Introduction to Investments (12 Hours)

INVESTMENT AND TYPES OF INVESTMENTS: Meaning – Investment Objectives – Investment Vs Speculation - Investment Process - Factors – Investment Avenues in India – Government Securities – Money Market Instruments – Equity – Bonds – Mutual Funds – Financial Derivatives - Meaning – Types of Asset Allocation – Styles of Asset Allocation – Approaches to Asset Allocations – Application and analysis of Asset Allocation Techniques – Risk Tolerance and Asset Allocation Strategies.

UNIT 2: Risk and Return Analysis (12 Hours)

RETURN MEASUREMENT: Return – Meaning – Holding Period Return – Expected Value of Return – Measuring Returns from Historical Data – Measuring Average Returns Over Multiple Period – Arithmetic Average Returns – Geometric Average Return – Rupee Weighted Average Return(Including Problems) : **RISK MEASUREMENT** Risk – Meaning – Source of Risk – Market Risk – Interest Risk – Purchasing Power Risk – Business Risk – Financial Risk – Types of Risk – Systematic Risk – Un-Systematic Risk – Measurement of Risk – Standard Deviation as a Measure of Risk – β As a Measure of Risk(Including Problems) – Measurement of Risk and Return of Securities(Including Problems)

UNIT 3: Valuation of Securities: (12 hours)

Fixed Income Securities – Types of Fixed Income Securities – Risk and Return Analysis of Fixed Income Securities – Alternative Investments of Fixed Income Securities - **Bonds - Types of Bonds** – Features - Valuation of Bonds – Types of Returns on Bonds – Pricing of Bonds - Yield Curve - Bond Duration and Immunization (**Including Problems) - SHARE VALUATION -** Concept of Present Value – Share Valuation Model – Dividend Discounting Model - One Year Holding Period –- Multiple Year Holding Period – Constant Growth Model – Multiple Growth Model – Multiplier Approach to Share Valuation (Including Problems)

UNIT 4: Security Analysis – Fundamental Analysis (12 Hours)

FUNDAMENTAL ANALYSIS: Meaning – Objectives and Beliefs of Fundamental Analysis –Economy Analysis – Economic Forecasting – Forecasting Techniques - **Industry Analysis** - Classification of Industries – Product Based Classification – Sector Based Classification - Industry Life Cycle – Industry Characteristics – Industry Analysis and Sources of Information for Industry Analysis - **Company Analysis**: Source Information for Company Analysis – Operating Analysis – Management Analysis – Financial Analysis - Types of Financial Statements – Analysis Of Financial Statements – Earnings Quality Estimations – Case Studies

UNIT 5: Security Analysis – Technical Analysis (12 Hours)

Meaning – Assumption of Technical Analysis - Dow Theory – Trends and Trend Reversal – Eliot Wave Theory – Mathematical Indicators – Price Indicators – Support and Resistance Levels – Support and Resistance Levels – Moving Average of Stock Prices – Volume Indicators – Price – Volume Relationship – Short selling – Breadth of Market – Odd lot trading – Oscillators – Relative Strength Index – Charting – Types of Price Charts – Price Patterns - **EFFICIENT MARKET THEORY (EMH) -** Random Walk Theory – The Efficient Market Hypothesis – Forms of Market Efficiency – Test of Efficient Market Hypothesis – Case Studies

Suggested Readings:

1. Fischer & Jordan, Security Analysis and Portfolio Management, Prentice Hall India.
2. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd.
3. I. M. Pandey, Financial Management, Vikas Publishing House Pvt. Ltd.
4. Martin Pring, Technical Analysis Explained, McGraw Hill.
5. V. A. Avadhani, Investment and Securities Market in India, Himalaya Publishing House.
6. D. C. Patwari, Options and Futures: Indian Perspective, Jaico Publishing House.
7. Hull, Introduction to Futures and Options, Prentice Hall.

8. Richard Waldron, An Introduction to Commodity Trading, Quantum Publishing.
9. Nick Battley, Introduction to Commodity Futures and Options, Irwin
10. French, Don, Security and Portfolio Analysis, Merril Publishing Co.
11. Preeti Singh, Investment Management, Himalaya Publishing.
12. Devin S., Portfolio Management, Prentice Hall.
13. Cheney, Muses, Fundamentals of Investments
14. V. K. Bhalla, Portfolio Analysis and Management, Sultan Chand & Sons
15. Agarwal, A Guide to Indian Capital Markets, New Delhi.
16. Jack Clark Francis and Richard W. Taylor, Investment, Schaum's outline series, Tata McGraw Hill.

FSC105 Financial Services I [4 Credits]

Learning Objectives: To make the student understand about the importance and operations of major Financial Services.

UNIT 1: Introduction, Development, Structure and Activities of Financial Services (4 Hours)

Evolution of Financial Services in India, Overview of Financial Services , Growth and Structure. Banking and Non - Banking Companies , Classification of Non –Banking Companies and NBFC's Activities.

UNIT 2: Leasing and Hire Purchase (14 Hours)

Leasing - Definition of Leasing -, Modus-Operandi of Lease (Procedure) Types of Leasing (Finance and Operating lease structure), Financial lease are "Loan Look –alike"-from Lessor and Lesee point of view-Differences between Leasing and plain Financing and Forms of Lease Financing. Legal aspects of Leasing-Drawn from General Law of bailment and Court Rulings. Accounting aspects for Lease- Advantages and Limitations of Leasing.

Hire Purchase- Introduction, Meaning, Characteristics, Nature of Hire Purchase, Modus Operandi of Hire Purchase transaction, Hire Purchases v/s Installment Payment System, and Lease Financing.

UNIT 3: Factoring and Insurance (14 Hours)

Factoring -Definition of Factoring-Meaning of factoring- features of factoring- Activities of factoring-Mechanism of factoring -Various Documents involve in factoring. Types of Factoring- International factoring- Two Factor System- Direct Export Factoring - Direct import Factoring. Factoring agreement-Functioning of Factoring- Cost of Factoring-impact of Factoring. Factoring v/s Forfaiting, Advantages & Disadvantages of Factoring

Insurance- Definition- Conditions of Insurance- Principles of insurance and Classification of Insurance business

UNIT 4: Venture Capital (10 Hours)

Venture Capital -Definition and Meaning of Venture Capital- Need for Venture Capital- Characteristics of Venture Capital. Modes of Venture Capital Financing- Company- Trust- Limited Partnership- Comparative analysis of different modes of Venture Capital Financing .Stages in Venture Capital Financing - Venture Capital Process- Meaning of Angel- Choosing an Angel- Features of Angels- TIE (The IndUS Entrepreneurs). Venture Capital Assistances and Schemes in India and Abroad.

UNIT 5: Mutual Funds (18 Hours)

Mutual Funds-Definition, Phases in history of Mutual funds industry. Types of mutual funds- Mutual fund classification and Mutual fund type, Advantages & Disadvantages of mutual funds. Organisation of Mutual funds — Parties in Mutual Fund Organisation Structure. Offer Document- Contents of Offer document (as per the format specified by SEBI) and Key Information Memorandum (KIM) contents. Investment plans /Options and Other Investor services

Suggested readings:

1. Khan M.Y. "Financial Services", Tata MC Graw Hill Co. Ltd., New Delhi
2. J.C. Verma., Venture Capital Financing in India, Response Books
3. J,C,Verma " Leasing Financing and Hire Purchase, Bharat Publications
4. J.C Verma "Mutual Funds and Investment Portfolio, Bharat Publications
5. AMFI Workbook
6. P. K. Gupta, fundamentals of Insurance, Himalaya Publishing house
7. P. Periaswami, Principles and Practice of Insurance, Himalaya Publishing House.

FSC106 Strategic Management [4 Credits]

Learning Objectives: Course will help the students to understand the relationships of organizations to their environments, the hierarchy of organizational objectives, structured as well as informal approaches to strategic planning, the integration of business functions, organizational structure, and policy implementation and evaluation.

UNIT 1 Basics of Management (12 Hours)

Emergence of scientific management – Contribution of Taylor, Fayol, Weber, Bernard and Elton Meyo – Linkages between scientific management and human relations movement – Hawthorne experiments – Functions of management – Motivation and needs – Contribution of Maslow, Herzberg, Alderfer, Porter, and Lawler theories of motivation.

UNIT 2: Strategic management and business policy (12 Hours)

: Concept of Strategy –Level of strategy-Strategic Management process –Strategic Intent-Vision –Mission –Goals and objectives .Environmental Appraisal-Concept-SWOT Analysis –Sources of Environmental Scanning .Organizational Appraisal-Concepts-Factors, Methods and Technique Used for Organizational Appraisal

UNIT 3: Corporate level strategy (12 Hours)

Expansion, stability, retrenchment, combination, integration, diversification, internationalism, cooperative and digitalization strategy, stability, retrenchment and restructuring – Case study for corporate level strategy

UNIT 4: Concept of business level strategies (12 Hours)

Generic business strategies – Tactics for business strategies – Business strategy for different business condition – Business strategy and internationalism – Business strategy and digitization – Strategy evaluation and control

UNIT 5: Indian approach to Management (12 Hours)

Development of management thought from industrial revolution /Scientific management movement to electronic era and knowledge society of the 21st Century – concept of top management – Western style of management – Japanese style of management, QC’s, TQM – Indian style – The Auxialiary Scriptures: The Ramayana, The Mahabharata – The Bhagavad-Gita: Jnana (knowledge) and Karma Samnyasa (renunciation) – Work and its secret.

Suggested Readings:

1. Harold Koontz, Heniz Weihrich “Essentials of Management An international Perspective” 13th edition – Tata McGraw Hill, Delhi,2010
2. Aswathappa K. Business Environment for Strategic Management, Text and Cases 7th Edition McGraw Hill Education,2003
3. Azhar Kazmi, STRATEGIC MANAGEMENT AND BUSINESS POLICY 3RD ED 3rd Edition,2008
4. Samuel C. Certo and J Paul Peter, Strategic Management, Mc. Graw Hill USA,1991
5. Peter F. Drucker, Management: Tasks, Responsibilities, Harper Collins Publishers1st edition ,1986
6. Devdutt Pattanaik, Business Sutra: A Very Indian Approach to management. Aleph Book Company,2013

FSC107 Managerial Skills [4 Credits]

Learning Objectives: These courses would help student to communicate with, motivate and empower your team Delegate work to individuals and teams. Also this course aims to give some tools for domestic as well as environmental scanning.

UNIT 1: Introduction to Communication (10 Hours)

Role of communication, defining and classifying communication, purpose of communication, barriers & gateway in communication. EMPLOYMENT COMMUNICATION- Writing CVs, Group discussions, interview, types of interview, candidates preparation, interviewers preparation; Impact of Technological Advancement on Business Communication. ORAL COMMUNICATON- What is oral Communication, principles of successful oral communication, principles of successful oral communication, two sides of effective oral communication, effective listening, non-verbal communication, body language, paralanguage. PRESENTATION SKILLS: What is a presentation element of presentation, designing a presentation, advanced visual support for business presentation, types of visual aid, Appearance & Posture, Practicing delivery of presentation.

UNIT 2: Group Discussion (10 Hours)

Objective and Need for Group Discussion in the selection process, Types of Group Discussion. Parameters of Evaluation: Body language, Content, Creativity and originality, Voice, Eye contact, Analytical ability, communication skills, Leadership, Group Behavior, Listening. Group Discussion Process- How to start, getting to speak, body language, making meaningful contribution, summarizing and ending a Group Discussion; Do's and Don'ts in a Group Discussion.

UNIT 3: Interpersonal Skills and Report Writing (10 Hours)

Interpersonal Skills- Meaning, Scope, importance, factors hampering interpersonal skills, gateway to enhancing these skills. Personal reflection, work motivation, stress management, emotional intelligence humour and smile, Knowledge of self-awareness, self-critique, search for self-understanding. Principles of writing reports: Preparatory steps, elements of style and tone, writing the report, order of writing, Structure of reports: Structure of report, parts of a report, use of graphics

UNIT 4:Scanning of Indian business environment (15 Hours)

Structure of the Indian Economy: Primary, Secondary and Tertiary Sectors. Changing sectoral pattern of the Indian Economy. Macro Economics and Business Decision. Evaluation of Industrial Policy of India after 1991- privatization, liberalization and March towards globalization, Policy of disinvestment, Foreign Trade Policy of India. Analysis of current problems like - unemployment, sickness of Industries, SEZ, Inflation, poverty, black money. Functions and working of institutions operating in money market and capital market in India. Economic Legislations: a) MRTP b) FERA and FEMA c) Consumer Protection Act d) Competition Bill.
Reading/Comprehension/Discussion of Business Dailies/Magazines /Reports.

UNIT 5: Scanning of Global business environment (15 Hours)

Analysis of Global Environment – Political Economic, Social & Cultural Legal, Technological, Natural Environments country Risk Analysis. Opportunities and threats for International Business. Rise of regional economics like BRICS, ASEAN countries, CIS Countries.
International Currency and Currency Crisis, Balance of Trade and Balance of Payment – International Monetary fund, Asian Development Bank, World Bank, Introduction to Export and Import finance, methods of Payment in International Trade, International Financial Instrument
Reading/Comprehension/Discussion of Business Dailies/Magazines /Reports.

Suggested reading:

1. Kapila U,Indian Economy Performance and Policies 14th Edition, Publisher: Academic Foundation ,2012
2. Neera Chandhoke,Contemporary India: Economy, Society, Politics. Pearson Publication,2013
3. Kenan, P.B. , The International Economy, Cambridge University Press, London.,1994
4. Kindlberger, C.P. International Economics, R.D. Irwin, Homewood. 1973
5. Krugman, P.R. and M. Obstgeld (1994), International Economics : Theory and Policy, Glenview, Foresman
6. Courtland L. Bovee– Business Communication Today-10edition, Pearson Education Pte Ltd,2007
7. Business Daily-Economist, Economic times, Financial times
8. Lesikar RV & Pettit Jr. JD – Basic Business Communication: Theary & Application (Tata Mc Graw Hill 10th Edition)

FSC201 Econometrics for Finance [4 Credits]

Learning Objectives: The course is designed to introduce basic econometric theory and models for students to equip with the necessary skills, knowledge and techniques for data analysis. The usage of various statistical software packages during the course will help in simplifying complex data and serve as a basis for empirical research analysis.

UNIT 1: Introduction To Econometrics (12 Hours)

Meaning of econometrics, structure of data, CLRM – Assumption, properties of OLS estimation, Co-efficient of determination – R^2 and Adjusted R^2, Testing of Hypothesis. [Applications of above tools using Market Data]

UNIT 2: Violation of CLRM Assumptions (12 Hours)

Violation of CLRM Assumptions – Multicollinearity, Heteroscedasticity, Autocorrelation. (Nature, estimation, detection, remedial measures). Model specification and diagnostic testing. [Applications of above tools using Market Data]

UNIT 3: Multiple Regression Analysis (12 Hours)

Multiple regression analysis – The three-variable model Interpretation – Estimation, Multiple co-efficient of determination - R^2, testing individual coefficient, over all significance – F test. Problems of inference[Applications of above tools using Market Data]

UNIT 4: Time Series and Panel Data Analysis (12 Hours)

Time Series and Panel Data Analysis – Stationarity – Unit Root – Co-integration – Spurious Regression – Random Walk Model – ARIMA – ARCH – GARCH – Granger Causality - Cross Section and Panel data analysis – Fixed Effects and Random Effects Models – Applications of Panel Data [Applications of above tools using Market Data]

UNIT 5: Categorical Variables (12 Hours)

Qualitative response regression models – Application of dummy variable; modeling on dummy dependent and independent variable – The linear probability model (LPM) and application – The Logit, Probit and Tobit models. [Applications of above tools using Market Data]

Suggested Readings:

1. Brooks, C., Introductory Econometrics for Finance, 2008, Cambridge University Press
2. Dimitrious Asteriou & Stepehen G. Hall, Applied Econometrics, 2011, Palgrave Macmillan
3. Gujarati, D., Basic Econometrics, 2003, Mc Graw-Hill
4. Gujarati, D., Essentials of Econometrics, 2006, Mc Graw- Hill
5. Greene, W., Econometric Analysis, 2003,Prentuce Hall
6. Maddala & Lahiri, Introduction to Econometrics, 2009, Wiley India Edition
7. Ramanathan., Introductory Econometrics with applications, 2002, Thomson South-Western
8. Wooldridge J., Introductory Econemetrics A modern Approach, 2002, South Western

FSC202 Portfolio Management [4 Credits]

Learning Objective: The course aims at developing an intellectual frame work for management of portfolios using advanced techniques and theories of science of investment.

UNIT 1: Portfolio Management (12 Hours)

PORTFOLIO ANALYSIS: Meaning of Portfolio – Process of Portfolio Management – Objectives of Portfolio - Types of Portfolio Theories - Traditional and Modern Portfolio Theories - **PORTFOLIO SELECTION**: Meaning – Feasible Set of Portfolio's – Efficient Frontier – Optimal Portfolios – Corner Portfolios - Return on Portfolio – Risk on Portfolio – Diversification of Portfolio - Efficient Frontier – Minimum Variance Analysis (including Problems) - Case Studies in Portfolio Selection.

UNIT 2: Portfolio Selection Models (12 Hours)

Portfolio – Diversification through Correlation Co-efficiency of Security Returns – Limitations Of Markowitz Model – **Sharpe Single Index Model** – Measuring Security Returns and Risk – Measuring Portfolio Return and Risk – Multi Index Model -Portfolio Analysis – Portfolio Selection under Single Index Model (including Problems) – Case Studies

UNIT 3: Capital Asset Pricing Model (12 Hours)

Assumptions – Capital Asset Pricing Model (CAPM) – Riskless Lending and Borrowing Portfolios – Capital Market Line (CML) – Security Market Line (SML) – Pricing of Securities with CAPM – Limitations Of CAPM (**including Problems) - Arbitrage Pricing Theory (APT): -** The Law Of One Price – Assumptions – Arbitrage Pricing for One Risk Factor – Two Factor Arbitrage Pricing – Multiple Arbitrage Pricing – Limitations of APT **(**including Problems) – Case Studies

UNIT 4: Bond Portfolio Management (12 Hours)

Bonds – Types of Returns - Types of Bonds – Valuation of Bonds – Types of Returns on Bonds – Bond Duration and Convexity – Immunization of Bonds – Bond Portfolio Strategies – Active and Passive Strategies – Term Structure Theories **(**Including Problems)

UNIT 5: Portfolio Performance Evaluation and Revision (12 Hours)

Portfolio Performance Evaluation – Need – Meaning – Evaluation Process - Risk Adjusted Returns – Performance Evaluation Ratios – Sharpe's Ratio – Treynor's Ratio – Jenson Ratio –**Portfolio Revisions: Portfolio Revision** – Need for Revision – Meaning – Constraints – Portfolio Revision strategies – Formula Plans – Constant Rupee Value Plan – Constant Ratio Plan – Dollar Cost Averaging – Case Studies

Suggested Readings:

1. Security Analysis and Portfolio Management. 6th e Fischer, Donald E /Jordan, Ronald J. Prentice- Hall, India Investment Analysis and Management, 6th e Sharpe et al. Prentice Hall India – 1998
2. Fundamentals of Investment Hirt, Geoffrey A / Block, Stanley. Irwin/McGraw-Hill
3. Intelligent Stock Market Investing Yasaswy, N J. Vision Books Pvt. Ltd – 2008
4. Portfolio Management: Theory & Applications, 2nd e Farrell, James L. zIrwin/McGraw-Hill
5. Stock Exchange and Investments Raghunathan, V. Tata McGraw-Hill Mastering Mutual Funds Kulshreshtha, C M. Vision Books Pvt. Ltd.
6. Essentials of Investments, 3rd e Bodie, Zvi et al. Irwin/McGraw-Hill
7. Frank K.Reilly and Keith C.Brown, Investment Analysis Portfolio Management,7/e Thomson Publications, 2006.
8. William F. Sharpe, Gordon J.Alexander and Jeffery V.Bailey, Investments, 6th edition, Prentice Hall, 2006. 46
9. ZVI Bodie, Alex Kane, Alan J Marcus and Pitabas Mohanty, Investments, 6th edition, Tata Mc graw Hill, 2006.
10. Donald E. Fischer and Ronald J.Jordan, Security Analysis and PortfolioManagement, 6/e, Pearson Education, 2007.
11. Prasanna Chandra, Investment Analysis and Portfolio Management, 3/e Tata McGraw-Hill Publishing Co. Ltd. New Delhi, 2006.
12. Charles P. Jones, Investments Analysis and Management, ninth Edition, John Wiley & Sons, 2006
13. S.Kevin, Security Analysis & Portfolio Management, Prentice Hall,2006.
14. M.Ranganatham and R.Madhumathi, Investment Analysis and Portfolio

FSC203 Financial Services II [4 Credits]

Learning Objectives: To make the student understand about the Significance, Operational and Management of major Financial Services

UNIT 1: Introduction to Management of Financial Services **(4 Hours)**

Management of Financial services, Importance, need, challenges and issues in management of Financial services.

UNIT 2: Securitisation **(18 Hours)**

Introduction to Securitisation as Financial Instrument of the New Millennium, Definition, Concept, Need for securitisation, Securitisation blend of financial engineering and capital markets , Securitization in India, Securitisation asset classes, Benefits of securitization, Legal issues in securitization, Securitisation laws- (SARFAESI) Act, Players involved in Securitisation, Securitisation structure, Process of Securitisation - Securitisation markets world over and India. Pass Through Certificate and Pay Through Securities structure, Different Instruments of Securitisation

UNIT 3: Credit rating **(14 Hours)**

Introduction, Concept of Credit rating, Definition, Scope, need, Importance, Types of credit rating, Kinds of instruments rating, credit rating symbols, Credit rating agencies and process of Credit Rating, advantages & Disadvantages of Credit rating. SEBI regulation for Credit rating , Advantage and disadvantages of credit rating. Indian Credit Rating Agencies and International process, Methodology and services.

UNIT 4: Depository **(12 Hours)**

Depositories as intermediaries- Depository Participant (DP) agent of depository- Internet Initiatives at NSDL- SPEED-e- SIMPLE- SPICE- IDeAS- and STEADY. Overview of NSDL- Depository System- NSDL - Bank --An Anallogy- NSDL – Bank(Difference). Legal Aspects-rights and obligations of depositories, depository participants, issuers and beneficial owners. Depositories Act 1996- Section 4, 7, 8, 9, 10, 14, and 16. Eligibility Criteria for a Depository- Registration- Commencement of Business- Agreement between Depository and Issuers- Rights and Obligations of Depositories- Records and Functions to be maintained by Depository -Business Rules of NSDL- Functions- Services Offered by NSDL- Inspection, Accounting and Internal Audit- Technology and Connectivity of NSDL Depository System. **Business Partners** – Systems, Procedures and Practices-. Depository Participants- Eligibility criteria prescribed by the SEBI (Depository & Participants) Regulations, 1996- Role of Issuer/R&T Agent in Corporate Benefits.

UNIT 5: Depository Core Services **(12 Hours)**

Dematerialisation, Process of dematerialisation and rematerialisation -Account Opening- Transmission and Nomination- Trading and Settlement. Pledge and Hypothecation- Procedure for Pledge/Hypothecation- Creation of Pledge/Hypothecation by Pledge or- Closure of a Pledge/Hypothecation by Pledge or - Invocation of Pledge by Pledge- Invocation of Hypothecation- Substitution of Securities Offered in Pledge- Corporate Benefits for Pledged/Hypothecated Securities - Checklist for pledge/hypothecation - Corporate Actions - Procedure for Corporate Actions-Monetary Benefits- Non-monetary Benefits- Rights Issue- Merger / Amalgamation / Capital Reduction - Rights of Lender (under stock lending scheme)- Rights of Pledge or/hypothecator- Payment of Interest on Debt Securities .

Suggested readings:

1. Vinod Kothari's " Securitisation: The Financial Instrument of the New Millennium"
2. Saajiv Agarwal , Pavan Kumar Vijay and Manisha Bapna "Investors Guide to Depositories" Bharat Publications
3. J.C. Verma "Credit Rating (Practice and Procedure) "Bharat Publication house
4. Khan M.Y. "Financial Services", Tata MC Graw Hill Co. Ltd., New Delhi

FSC204 Treasury and Forex Management [4 Credits]

Learning Objective: This course aims at enabling the students to acquire skills for treasury management and understand the intellectual foundations of global financial markets, instruments and products, as also their use in managing financial risks.

UNIT 1: Treasury Management – Over view (12 Hours)

Scope and Functions of Treasury Management: Treasury Management - Structure and Organization of Treasury Management - Role of CFO -Functions of a Controller - Functions of a Treasurer Responsibilities of a Treasure. Treasury Operations: Integrated Treasury - Structure of Treasury - Operations of Treasury - Dealing and Settlement Procedures - **- Financial Systems and Financial Markets**: Functions of the Financial System; Constituents of the financial System; Need for Various Financial Markets; Role of Financial Assets and Financial Intermediaries in the financial System.

UNIT 2: Money Market and (12 Hours)

The role of Money Market in the financial System - The Money Market Instruments - Segments of Money Market Call Money Segment– Repo Segment – CBLO Segment – LAF Segment Various Intermediaries and their Role - Influence of Monetary policy on Money Markets - Regulatory Framework in the Indian Money Market - Recent Developments in the Monetary and Credit Policy. Call Money - Treasury Bills: Certificate of Deposits (CDs): Bill Financing: Repurchase Agreements (REPO'sGilt-Edged)

UNIT 3: Asset and Liability Management of Banks (12 Hours)

Cash and Liquidity Management - Reserves Management - Investment Portfolio Management - Transfer Pricing - Asset and Liability Management; Forex Management - **Investment Portfolio of Banks**: - Investment portfolio of Banks - Investment Management - Components of Bank's Investment Policy - Valuation of Investment Portfolio - **Asset – Liability Management**: ALM Information Systems; ALM Organization; Liquidity Risk Management; Currency Risk Management; Interest rate Risk (IRR) Management – Implications of BASEL Norms.

UNIT 4: Foreign Exchange Market and Exchange Mechanism (12 Hours)

Foreign Exchange Market: Features – Participants – Spot – Futures – Forwards – Options – Types of Transactions – Hedging – Speculations – Arbitrage – Covered Interest Rate Arbitrage – Borrowings and Investing Markets – Tax Implications - Indian Foreign Exchange Markets – Evolution - Developments and Forex Regulations - **Exchange Rate Mechanism** : Quotations – Types of Quotations – Exchange Rate Determinations in Spot and Forward Markets – Factors Influencing Exchange Rate - **Theories of Exchange Rates** – Law of One Price - Purchasing Power Parity – Interest Rate Parity –Fishers Effect - International Fisher's Effect.

UNIT 5: Foreign Exchange Exposure Management (12 Hours)

Meaning – Types of Foreign Exchange Exposure – Transaction Exposure – Operating Exposure – Accounting Exposure (Including Problems) - **Management of Foreign Exchange Exposure** - Need – Hedging of Transaction Exposure – Hedging of Operating Exposure – Management of Accounting Exposure (Including problems) - **Internal Treasury Control**: Structure and Organization of Treasury; Accounting and control; Various Measures of Controls; Insight into Information systems and Reporting Standards; Measuring Treasury Performance

Suggested Readings:

1. Srivastava, Divya Nigam, Management of Indian Financial Institutions, Himalaya Publishing House.
2. M. Y. Khan, Indian Financial System, Tata McGraw Hill.
3. Bharati Pathak, Indian Financial System,
4. Gerald Hatler, Bank Investments and Funds Management, Macmillan
5. Stigum, Managing Bank Assets and Liabilities, Dow-Jones Irwin.
6. Dudley Luckett, Money and Banking, McGraw Hill.
7. Vasant Joshi, Vinay Joshi, Managing Indian Banks- Challenges Ahead", Response Books.
8. Vasant Desai, Banks and institutional management, Himalaya Publishing House.
9. Principles of Banking, Indian Institute of Banking and Finance, Macmillan.
10. Dr. P. K. Srivastava, Banking theory and Practice, Himalaya Publishing House.

11. Benson Kunjukunju, Commercial Banks in India, New Century Publications.
12. K.P.M. Sundharam, Money Banking Trade and Finance, Sultan chand & sons, educational publishers.
13. M. Y. Khan, Financial Services, Tata McGraw Hill.
14. Machiraju, Indian Financial System – Vikas Publishing House.
15. V.A. Avadhani, Treasury Management in India, Himalaya Publishing House, Delhi.
16. D. C. Gardner, Treasury Management, Macmillan India Ltd., New Delhi.
17. Apte, P.G, International Financial Management, Tata McGraw Hill Publication, 2002.
18. Levi, M.D., International Finance, Tata McGraw Hill Publication, 2006.
19. Sharan, V International Financial Management, PHI publication, 2010.
20. Rajwade. A.V., Foreign Exchange International Finance Risk Management.
21. C. Jeevanandham, EXCHANGE RATE ARITHMETIC, Sultan Chand.
22. Henning, C.N., W.Piggot and W.H.Scott, International Financial Management, Mc.Graw Hill, International Edition.

FSC205 Derivatives Market [4 Credits]

Learning Objectives: This Course is designed to understand new tools which can be used in financial and commodity markets to cover the various risks and provide platform for business growth.

UNIT 1: Introduction to Derivatives Market (12 Hours)

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

UNIT 2: Futures and Options (12 Hours)

Futures: Introduction – Futures terminology – Key features of futures contracts – Futures vs. Forwards – Pay off for futures – Equity futures – Equity futures in India – Index futures – Stock futures – Futures trading strategies- Options: Introduction – Options terminology –Types – Options pay off- Equity options contracts in India – Index options – Stock options – Options trading strategies

UNIT 3: Pricing of Futures and Options (12 Hours)

The cost of carry models for stock and index futures – cash price and futures price, arbitrage opportunity - Factors affecting options pricing-Option pricing models – Binominal pricing model – The Black and Scholes Model-Pricing of index options - Sensitivity of option premium (Delta, Gamma, Lambda, Theta, Rho) [Including Problems]

UNIT 4: Trading and Settlement Mechanism (12 Hours)

Futures and options trading system – Trader workstations – contract specification –specification for stock and index eligibility for trading charges - Clearing entities and their role- clear mechanism-adjustment for corporate actions – open position calculation - Margining and settlement mechanism-Risk Management – SPAN- Mechanics of SPAN –Overall portfolio margin requirement

UNIT 5: Commodity Derivatives (12 Hours)

Commodity markets and derivatives: Commodity Markets – Introduction - Marketing of agricultural commodities - Commodity derivatives in India - Meaning of derivatives, types, markets and participants, economic importance of commodity derivatives in India - Trading on commodity exchanges - Clearing and settlement on commodity Exchanges - Commodity Options and Applications

Suggested Readings

1. John Hull, Options, Futures and other Derivatives, Pearson Education
2. S. L. Gupta, Financial Derivatives, Prentice Hall
3. Parameshwaran, Financial Derivatives, Mc graw Hill
4. D. C. Patwari, options and Futures- An Indian Perspective, Jaico Publishing House.
5. Punithavati Pandian, Security Analysis and Portfolio Management, Vikas Publishing House
6. Prasanna Chandra, Security Analysis and Porfolio Management, Tata Mc Graw Hill
7. Sanjeev Aggarwal, A Guide to Indian Capital Markets, Bharat Publishing
8. NCFM Derivatives (Dealers) Module
9. NCFM Currency Derivatives Modules
10. Niti Nandining chatnani, Commmodity Markets, Mc Graw Hill Pvt. Ltd, 2010
11. John C. Hull and Sankarshan Basu, Options, Futures and other Derivatives, Pearson 7th edition
12. R. Parameshwaran, Futures and options, Mc Graw Hill Pvt. Ltd. 1st Edition
13. J. R. Varma, Derivatives and Risk Management, Mc Graw Hill Pvt. Ltd, 1st edition

FSC206 Advanced IT Application for Business [4 Credits]

Learning Objectives: Student at the end of the course should be equipped with latest technological advances and IT tools used in industry.

UNIT 1: E Commerce and Designing and Management of E Commerce website: (12 Hours)

Fundamentals of E-commerce- Definition- features- need – growth and essential requirements. Value Chain-Competitive Advantage - Business Strategy in an Electronic Age

Management of E Commerce Website - Website goals and objectives - Essentials of an E Commerce website – Website design: 7 C framework (Context, Content, Community, Customization, Communication, Connection, Commerce) – Website registration and web hosting – Website costs – Strategies for generating traffic to website – Web advertising models - Building website using online services (Google sites and other similar services may be covered).

UNIT 2: Electronic business, Payment Systems and Security (12 Hours)

Electronic-business – EDI – Concept, Applications and Benefits - Electronic Customer Relationship Management and its strategies. (Web auctions- virtual communications-Micro sites, etc.) - Electronic Payment Systems - Essentials of a good Electronic Payment System.

E-commerce Security Issues & Solutions: Risks in E Commerce – Security and Threats- Encryption- Cryptography and Authentication - Digital Signature – Digital Certificate – Legal considerations in E Commerce and Cyber Laws.

UNIT 3: Emerging Trends in Information Technology (12 Hours)

Cloud Computing: Definition, Cloud Architecture, Cloud Storage, Cloud Types: The NIST Model, the Cloud Cube Model, Deployment Models, Service Models Cloud Computing Service Models: Infrastructure as a Service (IaaS), Platform as a Service (PaaS), Software as a Service (SaaS) Benefits of Cloud Computing Disadvantages of Cloud Computing and Cloud Security

E-learning Definition, Types of E – learning - Learner led E learning, Facilitated e-Learning, Instructor-led e-Learning, Embedded e-Learning, Telemonitoring and e-Coaching-Learning Models: (WBT, CBTL, MSL, CMS) – Uses of e-learning in business.

E-Learning Tools and Technologies- Mail, Online Discussion, Chat and Instant Messaging, Voting, Whiteboard, Application Sharing, Conferencing, Online Meeting Tool

UNIT 4: Enterprise Resource Planning (ERP) (12 Hours)

Traditional information model, Introduction to an enterprise, Meaning of ERP?, Reasons for growth of ERP market, advantages of ERP, benefits of ERP, Data Warehousing, Data mining, online analytical processing, Business process reengineering.

ERP Implementation: Evolution of ERP, evolution of packaged software solutions, obstacles, cost and benefits. ERP implementation life cycle – pre-evaluation screening, package evaluation, project planning phase, gap analysis, reengineering, configuration, implementation team training, testing, going live, end user training, post implementation.

Business Modules in an ERP Package: Introduction to business modules, finance, manufacturing, Human resource, materials management, sales and distribution.

UNIT 5: Use of Social media in Business Domains (12 Hours)

Social networking and marketing – promotion, opinion formulation Technology, Tools to conducting online research, web based surveys, data mining from social networking sites; uses in business

Strategies Used for Online Business development /Marketing (Banks, Retail, FMCG, etc), Business Intelligence and Application in Business Domain

Suggested Readings:

1. William Horton, Katherine Horton,E-Learning Tools and Technologies, Wiley Pub.,2003
2. Barrie Sosinsky,Cloud Computing,Wiley India pub ,2001
3. Bajaj - Kamlesh k & Nag- Debjani- “E-commerce (The cutting Edge of Business)” - Tata McGraw Hill Publications- New Delhi. 2nd Edition,2005
4. Milind Oka, Enteprise Resource Planning, Everest publishing house,2000
5. S Sadagopan, “ERP a Management Prospective” Tata McGraw Hill Publishing Company Limited, New Delhi 1999.
6. Alexis Leon , “ERP Demystified”, Tata McGraw Hill Publishing Company Limited, New Delhi,2nd edition,2008
7. Zubair H. Shaikh, ERP : The Future of Business Automation 01 Edition,Atlantic Publication,2003

FSC207 Stock Market Operations [4 Credits]

Learning Objectives: The course aims at providing the students a comprehensive knowledge on Indian and Global Capital Markets and its working mechanism.

UNIT 1: Capital Markets in India (12 Hours)

An overview of Indian Securities Market, Meaning, Functions, Intermediaries, Role of Primary Market – Methods of floatation of Capital – problems of New Issues Market –IPO's –Investor protection in primary market – recent trends in primary market – SEBI measures for primary market - Meaning, Nature, Functions of Secondary Market – Organization and Regulatory Framework for stock exchanges in India – Defects in working of Indian stock exchanges – SEBI measures for secondary market – Overview of major stock exchanges in India Listing of Securities : Meaning – Merits and Demerits – Listing requirements, procedure, fee – Listing of rights issue, bonus issue, further issue – Listing conditions of BSE and NSE – Delisting

UNIT 2: Trading & Settlement System in Indian Stock Exchanges (12 Hours)

Indian Stock Exchanges: BSE – Different trading systems – Share groups on BSE – BOLT System – Different types of settlements – Pay –in and Pay out –Trading – Settlement – Shortages – Auctions – Bulk deals – Block deals – Short Selling – Margin Trading – BSE SME Platform – BSE Indonext - NSE – Market segments – NEAT system options – Market types, order types and books – Trading, Clearing & Settlement – Demat settlement – Physical settlement – Funds settlement – Valuation debit – Valuation price – Auctions - OTCEI – Need –Features –Participants – Listing procedure – Trading and Settlement – Market making – Factors inhibiting growth of OTCEI

UNIT 3: Global Securities Markets (12 Hours)

Foreign Stock Exchanges: NYSE – Trading rooms – Players on NYSE trading floor – Role of specialist – Trading technology and procedure – NASDAQ OMX - Structure – Advantages – NASDAQ – NASD organisation – Functions –NASD rules – Trading firms on NASDAQ – Market makers – ECN's –order entry firms –order execution on NASDAQ – World's major stock markets – NYSE Euronext – Trading rooms – Players on NYSE Euronext trading floor – Role of specialist – Trading technology and procedure – NASDAQ OMX – NASD organisation – Functions –NASD rules – Trading firms on NASDAQ OMX – Market makers – ECN's – order entry firms – order execution on NASDAQ OMX - European stock markets - London Stock Exchange, Swiss Exchange, Vienna Stock Exchange, Paris Stock Exchange, Frankfurt stock exchange - Asian stock markets – Hong Kong Stock exchange – Taiwan stock exchange – Japanese capital markets – Shanghai stock exchange – Singapore stock exchange – working mechanism

UNIT 4: Risk Management & Surveillance System in Indian Stock Exchanges (12 Hours)

Risk Management system in BSE &NSE – Margins – Exposure limits – Surveillance system in BSE & NSE – Circuit breakers – Surveillance activities – Online surveillance – off-line surveillance – Rumour verification – Risk management – Risk containment measures – Settlement guarantee Mechanism – Asset/capital adequacy – margins – Inspection of books and investigation – Penal Charges and on-line monitoring

UNIT 5: Indian & Global Stock Market Indices (12 Hours)

Stock Market Index – Meaning – Purpose and Consideration in developing index –Methods (Weighted Aggregate Value method, Weighted Average of Price Relatives method, Free Float method) – BSE Sensex – Scrip selection criteria – Construction – BSE Investment Strategy Indices – BSE Thematic Indices – BSE Sectoral Indices - NSE indices – S&P CNX Nifty – Scrip selection criteria – Construction – Global Stock market indices , Volatility Indices(Overview)

Suggested Readings:

1. Punithavathy Pandian Security Analysis and portfolio Management, Vikas Publishing House Pvt. Ltd.
2. V. A. Avadhani, Investment and Securities Market in India, Himalaya Publishing House.
3. Prasanna Chandra, Security Analysis and Portfolio Management, Tata McGraw –Hill.
4. Sanjeev Agarwal, A Guide to Indian Capital Market, Bharat Publishers
5. Ravi Puliani and Mahesh Puliani, Manual of SEBI, Bharat Publication
6. Chandra, Prasanna, (2009), Investment Analysis, 3rd edition, Tata McGraw Hill
7. P R Joshi, Global Capital Markets – shopping for finance, Tata Mc Graw Hill
8. Capital Market (Dealers) Module, Workbook from NSE
9. Financial Markets: A Beginners' Module, Workbook from NSE

FSO301 Corporate Restructuring [4 Credits]

Learning Objectives: To make the student understand about the significance and importance of Corporate restructuring and the different ways of performing the task of restructuring.

UNIT 1: Mergers and Acquisitions – An Overview (10 Hours)

Introduction to Mergers and Acquisitions, Mergers and Acquisitions - An Overview : Various Forms of Corporate Restructuring – Restructuring: Underlying Issues Merger and Acquisitions Waves, Merger Movements in the US – Trends of Mergers and Acquisitions in India – Growing need for Corporate Restructuring in Recent times. India Inc.begins M & A innings – Hostile Takeovers

UNIT2:Maximization of Organisation Value and Theories of M&A (14 Hours)

Maximization of Organisation Value and Mergers & Acquisitions, Definition of Strategy – Process of Strategic Planning - Alternative Strategy Methodologies – Approaches to Strategy Formulation – Formulating a Competitive Strategy – Diversification Strategy – Internal vs External Growth. Theories of Mergers , Theories of Mergers: Efficiency Theories – Information and Signaling – Agency Problems and Managerialism – Free Cash Flow Hypothesis – Market Power – Taxes and their Impact on Merger Decisions – Hubris Hypothesis.

UNIT 3: Mergers and Acquisitions : Different forms and M&A Process (14 Hours)

Types of M&A, Mergers and Acquisitions: Different Forms: Various types of Mergers. Merger and Acquisition Process –Participants in Restructuring Activities- Post-merger Integration – Reasons for Failure of Mergers and Acquisitions.(with Case studies)

UNIT 4: Takeover Defence and ESOP (12 Hours)

Takeover Defenses, Friendly vs Hostile Takeovers – Alternative Takeover Tactics – Takeover Defenses – Preventive Anti-takeover Measures – Active Anti-takeover (with Case studies)

ESOPS (Employee Stock options) Types of ESOPs, Mechanics of ESOPs, Role of ESOPs in Mergers and Acquisitions and ESOP Practices in India.

UNIT 5: Going Private and Leveraged Buy-outs (10 Hours)

Going Private, 'Going-Private' Transactions – Methods of Going Private.

Leveraged Buy-outs, Elements of a Typical LBO Operation – Forms of LOB Financing - Characteristics of an ideal Leveraged Buy-out Candidate – Sources of Gains in LBOs – Management Buy-outs – Management Buy-ins – Leveraged Cash-outs

Suggested Reading

1. Weston, Chung, Hoag, Mergers, Restructuring and Corporate Control, PHI
2. S.Shiva Ramu , Corporate Growth through Mergers & Acquisitions , Sage Publications
3. John Humphrey , Kaplinsky and Saraph , Corporate Retructuring , Sage Publications
4. Sudarshan , The Essence of mergers and acquisitions ,PHI
5. Weston , Takeovers , Restructuring and Corporate Governance , PHI
6. S.Shiva Ramu , Restructuring and break-ups , Sage Publications
7. T.P Ghosh , Buyback of shares , Taxmann
8. Ranjit Kumar Mandal , Corporate Mergers in India ,D.K.Publishers
9. Vijay Kumar Kaushal , Corporate Takeovers in India , D.K Publishers

FSO302 Banking and Insurance Management [4 Credits]

Learning Objectives: The course aims at providing the students a comprehensive knowledge on banking and insurance management, its operations and regulatory environment.

UNIT 1: Indian Banking System (12 Hours)

Evolution – Traditional Banking Functions – Emerging Role – Structure – Growth and Development of Banking in India – Role of RBI – Banking Sector Reforms – Narasimham Committee I and II Recommendations – Strengths & weaknesses of Indian Commercial banks – Challenges ahead – Consolidation in Indian Banking Sector

UNIT 2: Risk Management in Banks & Insurance Sector (12 Hours)

Risk Management – types of risks in banks – Financial/Liquidity/Market Risks – Risk Management in Banks – Sources of Risks – Measures for identifying and Controlling Risks - Types of Risks in Insurance – Risk Management Methods – Risk Management Process – Identifying and evaluating potential losses – Selecting appropriate technique for treating loss exposure – Risk assessment

UNIT 3: ALM, NPAs and Capital Adequacy Norms in Banks (12 Hours)

Meaning – Overview – Objectives of ALM – Pre-requisites of ALM – Asset and Liability Committee (ALCO) – Non-Performing Assets (NPAs) – RBI Guidelines on NPAs – Capital Adequacy in Banks - Functions of capital funds in commercial banks – Basle norms on capital adequacy – New BIS Capital requirement – Capital adequacy norms in Indian commercial banks – Present position of capital adequacy in Indian Commercial banks

UNIT 4: Introduction to Insurance Business (12 Hours)

Meaning – Advantages and Disadvantages – Elements of Insurance Contract – Principles of Insurance – Kinds of Insurance –– Classification – Types of Insurance policies – Insurance Intermediaries – Range of Products and Services – Life Insurance business – Features – Life insurance products – Types of life insurance policies – General Insurance – Fire insurance – Marine insurance – Motor insurance – Claims settlement

UNIT 5: Regulatory Framework & Pricing of Insurance Products (12 Hours)

History and Growth of Insurance in India - Formation of LIC/GIC – Regulatory environment – Insurance Act 1938 – IRDA Act 1999 – Purpose, duties, powers and functions – Re-insurance business - Pricing of insurance products – meaning of rate/premium – Rate making methods – Premium concepts – Level Premium – Basic Premium – Office yearly Premium – Extra Premium – Rider Premium – Bonus – calculation of Premium and Bonus

Suggested Readings:

1. Gerald Hatler, Bank Investments and Funds Management, Macmillan
2. C. Arthur, William Jr., Michael Smith, Peter Young, Risk Management and Insurance, McGraw-Hill
3. George Rejda, Principles of Risk Management and Insurance, Pearson Education.
4. Srivastava, Divya Nigam, Management of Indian Financial Institutions, Himalaya Publishing House.
5. M. Y. Khan, Indian Financial System, Tata Mc Graw Hill.
6. Vasant Joshi, Vinay Joshi, Managing Indian Banks- Challenges Ahead, Response Books.
7. Gupta, P. K, Insurance and Risk Management, Himalaya Publishing House
8. S. Balachandran, Karve, Palav, Life Insurance, Insurance Institute of India.
9. Bharti Pathak, Indian Financial System, Pearson Education.
10. Agarwal O.P., Banking and Insurance, Himalaya Publishing House
11. Satya Pal Sharma N. K. Et al, Banking and Insurance, Himalaya Publishing House
12. Sethi Jyotsna, Bhatia Nishwan, Elements of Banking & Insurance, Prentice Hall of India, 2007
13. Guruswamy S., Indian Financial System, Tata Mc Graw Hill Education Pvt Ltd., 2011

FSO303 Venture Capital and Private Equity [4 Credits]

Learning Objectives: This course is designed to give awareness among the students about the various innovative approaches required to meet today's unprecedented investment challenges.

UNIT 1: Introduction to Private Equity (12 Hours)

Concept of PE and its characteristics – Definition –Difference between PE, VC and Hedge Funds – Nature of PE Firm – Players in the PE market – benefits of PE finance – Venture Capital – Over view to Venture Capital – definition – features - types- roles

UNIT 2: Legal Structure (12 Hours)

PE Fund - Legal structure and terms - Private equity investments and financing - Private equity multiples and prices - Private equity funds and private equity firms - Investment features and considerations

UNIT 3: Valuation Approaches (12 Hours)

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

UNIT 4: Strategies Of Private Equity (12 Hours)

Strategies of PE – leverage Buyout – growth capital – mezzanine capital – distressed debt – other Strategies – Size and performance and economic environment of PE global context – PEPI and Fund Indices – PE in India an overview – Due Diligence – Procedure and challenges – Due diligence in emerging PE Market – investing in developing market – past performance and strategy

UNIT 5: Exit Strategies (12 Hours)

Modes of Exits in Indian Context and Challenges involved – IPO-Promoter Buyback – Sale to other PE Funds – Sale to other strategic Investor – Stake Swap – M&As –open market – Secondary Market

Suggested Readings:

1. Chary, T. Satyanarayana, Venture Capital , Delhi Macmillan India 2005
2. Venture capital, Hyderabad The ICFAI University Press 2004 . x, 165p 23 cm
3. Verma, J. Venture Capital Financing in India , New Delhi Response Books 1997
4. Pandey, I. Venture Capital:Indian experience, New Delhi Prentice-Hall of India Pvt.Ltd. 1996
5. Verma, J. Venture Capital Finanacing in India , New Delhi Response Books 1999
6. Caselli, Stefano Venture capital : A Euro-system approach , Berlin Springer Verlag 2004
7. The oxford handbook of venture capital , New York: Oxford University Press; 2012 .
8. Grenville Phillips, Venture Capital & SME Financing, Xlib- ris Cor- po- ra- tion,2011
9. Vandana Panwar, Venture capital funding 01 Edition ,Neha Publishers & Distributors,2010
10. Stephen Bloomfield, Venture Capital Funding: A practical guide to raising finance 2nd Edition, Kogan Page Limited,2009
11. Josh Lerner, Felda Hardymon, Ann Leamon,Venture Capital, Private Equity, and the Financing of Entrepreneurship, John Wiley & Sons,2009
12. R. K. Mishra, Venture Capital Financing for Biotechnology, Concept Publishing
13. Grenville Phillips, Venture Capital & SME Financing: in Less Developed Countries & Small Island States, Xlibris Corporation,2010

FSO304 Corporate Governance and Social Responsibility [4 Credits]

Learning Objectives: The objective of this paper is to provide an in-depth understanding of corporate governance practices and business ethics and corporate social responsibility.

UNIT 1: Over view of Corporate Governance (12 Hours)

Introduction – Concept of Corporate Governance - Definition of Corporate Governance - Issues in Corporate Governance – Need and Importance of Corporate Governance - **Models of Corporate Governance** - Recommendation of Cadbury Committee – Confederation of Indian Industries Code – Kumara Mangalam Birla Committee Recommendations – Naresh Chandra Committee Reports – Dr.J.J Irani Committee Report on Company Law, 2005 – Clause 49 under SEBI . **Theories and Practice of Corporate Governance -** Concept of Corporation – Theories basis of Corporate Governance – Corporate Governance Mechanism – Corporate Governance System – Indian Model – Corporate Governance and Its obligation to Stakeholders – International Corporate Governance Committees – OECD Principles .

UNIT 2: Corporate Governance and Investor Protection (12 Hours)

Agents and Institutions in Corporate Governance: Rights and Privileges of Shareholders – Introduction – Rights of Shareholders – Views of Various Committees on the Issue – Grievance Redressal Process. - **Investors Problems and Protection**: Introduction – Investor Protection in Corporate Governance – Investor Protection in India – SEBI Guidelines - **Corporate Governance – Shareholders:** Shareholders' Rights, Responsibilities - Minority Shareholders' Protection – Grievance Redressal Process – Investor Protection and Corporate Governance in India - Corporate Governance and Financial Performance.

UNIT 3: Corporate Governance and Types of Board Committees (12 Hours)

Corporate Governance - Board Structures and Styles: Corporate Governance – Chief Executive Officer – Professional Managers and Family Managers - Board Structures and Styles: Role of the Board of Director in ensuring Corporate Governance - Types of Board of Directors- Directors Remuneration – Family owned business and Corporate Governance - Issues in designing a Board - Styles of functioning of Boards - Constitution of Audit Committee - Remuneration Committee - Nomination Committees – Grievance Committee - Need, Duties and Responsibilities of Committees -

UNIT 4: Corporate Governance and Stakeholders (12 Hours)

Corporate Governance – Other Stakeholders - Corporate Governance and Employees - Corporate Governance and Customers - Corporate Governance and Institutional Investors - Corporate Governance and Creditors - Corporate Governance and Community - Corporate Governance and Government

UNIT 5: Business Ethics (12 Hours)

Business Ethics – Introduction – Importance and Need for Business Ethics – Roots of Unethical Behavior – Unethical issues in corporate world - **Corporate Social Responsibility** – Introduction – Definition of CSR – Scope – CSR in Indian Companies – Environmental Social Responsibility – Introduction – Industrial Pollution – Pollution Prevention – Corporate **Environment** Performance – Environmental Management in India - **SEBI and Corporate Governance -** Introduction – SEBI Clause 49 – SEBIs Role in Promoting Corporate Governance – SEBI's Shortcomings – Recommendations for SEBI's Improvement.

Suggested Readings:

1. C.S.V.Murthy ,Business Ethics, HPH
2. Franchis and Mishra, Business Ethics
3. Fernado, Corporate governance, Pearson
4. S. Prabakaran, Business Ethics & Corporate Governance, EB
5. Mallin, Corporate Governance, Oxford
6. U.C Mathur, Corporate governance & Business Ethics, , MacMillan
7. Hartment and Chatterjee, Perspectives in Business Ethics, TMH
8. L.P. Hartman, Business ethics Tata Mc Grawhill.

FSO305 Financial Risk Management [4 Credits]

Learning Objectives: This course helps to understand and develop the necessary tools for measuring and managing various risk faced by the Financial Markets.

UNIT 1: Introduction to Financial Risk Management (12 Hours)

The risk management framework – Lessons from Financial Disasters - Overview of different types of risk – Need of Risk Management - Current trends in Capital Markets – Risk Management Function

UNIT 2: Market Risk (12 Hours)

Market Risk Management – Definition - Types, Measuring Market Risk Using Value at Risk Models – Definition – Types - Historical, Monte Carlo Simulation – Value at Risk for Option Portfolios - Stress Testing - Back testing [Including Problems]

UNIT 3: Credit Risk (12 Hours)

Credit Risk Management - Definition – Types – Credit Risk Exposure Measurement - Model Risk – Overview – Concept – Types – Management of Model Risks – Implications [Including Problems]

UNIT 4: Liquidity and Operational Risk (12 Hours)

Liquidity Risk – Types – Impact – Measurement and Management of LR - Operational Risk – Typology of Operational Risks – A Four Step Measurement Process for OR – Capital Contribution for OR – Integrated OR -Concept – Types – Operational Risk Management [Including Problems]

UNIT 5: Enterprise Wide Risk Management (12 Hours)

Regulatory issues in Risk Management: Risk Management norms to Banks – Organisation structure for Risk Management for Market & Credit risk – SEBI Norms – Best Practices Report G-30 – Enterprise Wide Risk Management – Risk Reporting and Communication Bank for International Settlement (BIS) : Basel I, II & III – Three Pillar Framework – New BIS Capital Requirements for Financial Risks – Discussion on Case Studies [Including Problems]

Suggested Readings:

1. Frank K Reilly, Keith C Brown - Investment Analysis and Portfolio Management- 5th Edition
2. Reynolds-Parker, Virginia - Managing Hedge Fund Risk: From the Seat of the Practitioner: Views from Investors, Counterparties, Hedge Funds and Consultants
3. Philippe Jorion, Value at Risk, 3rd Ed
4. Philippe Jorion – Financial Risk Manager Handbook, GARP, Wiley Finance, 6th Edition
5. Glyn Holton, Value at Risk
6. Richard Levin & David Rubin – Statistics for Management 7th Ed
7. Satyajit Das – Swaps/Financial Derivatives – Products Pricing, Applications and Risk Management, 3rdEdition, Volume I
8. Kevin Dowd – Measuring Market Risk, 2nd Ed

FSO306 Marketing of Financial Services [4 Credits]

Learning Objectives: The objective of this course is to familiarize the students with the basic concepts of marketing, its scope and application in the corporate arena specifically in Financial Services.

UNIT 1: Basics of marketing (12 Hours)

Marketing Environment – Market Analysis – Marketing Research Segmentation and Targeting – Positioning. Marketing Strategies: Product strategies – Pricing strategies – Distribution strategies – Promotion strategies –Product life Cycle, New product Development. B2B .Marketing – Marketing Planning and Control.

UNIT 2: Services Marketing (12 Hours)

Difference between goods and services – Integrated Service Management – Product Elements Distributing Services – Pricing and Revenue Management – Promotion and Communication – Designing and Managing Service Processes -Constructing the Service Environment – Managing People for service Advantage – Service Quality and Productivity – Customer Relationship Management – Customer Loyalty

UNIT 3: Marketing of Banking services (12 Hours)

Marketing of Banking Services – Banking products and services; Distribution, Pricing and Promotion Strategy for Banking Services; Attracting and Retaining bank customers. Marketing strategy of credit cards, debit cards, saving accounts and different types of loans.

UNIT 4: Marketing of Mutual funds and Insurance products (12 Hours)

Mutual Funds and Insurance Markets in India and the Marketing strategies involved. Marketing of insurance products- Life and Non Life Products. Marketing of Pension Funds.

UNIT 5: Marketing of Securities (12 Hours)

Marketing of Securities –Shares, Bonds, Debentures, Gold ETF's, Commodities .Case Studies on promotion tools used to market securities.

Suggested Readings

1. Mary Ann Pezzullo ,Marketing Financial Services (1978, Hardcover)
2. Varshney & Gupta "Marketing Management" Sultan Publications
3. Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileswar Jha Marketing Management: A South Asian Perspective, 14/e, Pearson Education.
4. K. Nirmala, Anil Kumar, H.R Appannaiah, P.N. Reddy ,Services Marketing, Published by Himalaya Publishing House (2000)
5. Sinha and Sahoo (Eds.), Services Marketing Text and Readings, Himalaya Publishing House, Mumbai, 1994
6. Ravishankar, Services Marketing-The Indian Experiences, South Asia Publications, New Delhi, 1999

FSO307 Infrastructure and Real Estate Finance [4 Credits]

Learning Objective: The objective of this paper is to provide in depth understanding process and techniques of infrastructure and real estate financing.

UNIT 1: Infrastucture **(12)**

Global infrastructure - a growth story-Infrastructure financing in India-Accounting issues-Effect of risk transfer on PPPs-SPVs for project financing through PPPs-Financial structuring of infrastructure projects in PPPs-Securitisation financing of infrastructure from credit-Role of development banks in infrastructure finance- Case studies

UNIT 2: **(12)**

Real Estate Markets and Financing: The Nature of Real Estate and Real Estate Markets - Legal Concepts in Real Estate Finance - Government Controls and Real estate Markets -Fixed Rate Mortgage Loans-Adjustable Rate and Variable Payment Mortgages -Contractual Relationships - Loan Origination, Procession, and Closing - Foreclosure

UNIT 3: **(12)**

Real Estate Financing Analysis: Residential and Financial Analysis, Single Family Housing: Pricing, Investment, and Tax Considerations - Underwriting & Financing Residential Properties - Financial Leverage & Debt Structure

UNIT 4: **(12)**

Real Estate Financing Analysis: Financing Corporate Real Estate- Financing Construction Projects - Financing - Land Development Projects - Partnerships, Joint Ventures, and Syndications- Financing Project Development

UNIT 5: **(12)**

Investment Mechanism in Real Estate: The Secondary Mortgage Market mechanisms - The Secondary Mortgage Market agencies and firms - Pass Through Securities, CMOs, and Derivative Securities --Real Estate Investment Trusts (REITs) - Real Estate Investment Performance and Portfolio Consideration

Suggested Readings

1. Hendry A Davis, Infrastructure Finance-Trends and Techniques, Euromony Books, 1st ed,2008
2. Rchard Tinselay, Project Finance in Asia Pacific: Practical Case Studies, Euromony Books, 2012
3. Rchard Tinselay, Advanced Project Financing: Structuring Risks,1st ed,Lin Euromony Books , 2000
4. Rchard Tinselay , Project Finance, Euromony Books, 2nd edition, 2000
5. Brueggeman, Willaim; Real Estate Finance and Investments. TMH
6. Ling, David C and Archer, Wayne; Real Estate Principles: A value Approach, TMH
7. Eldred, Gary; Investing in Commercial Real Estate; TMH
8. Clauretie, Terrence; Real Estate Finance; Thomson Learning
9. Stedel, George; Real Estate Law; Thomson Learning
10. Clauritie, Terrence; Learning Real Estate Finance; Thomson Learning.
11. McKenzie, Dennis; Essentials of Real Estate Economics; Thomson Learning

12. Miller, Norman; Real Estate Principles for The New Economy; Thomson Learning.

FSO308 Business Analytics [4 Credits]

Learning Objectives: This course provides the knowledge and skills students need to manage, analyse and use data to support strategic decision making. The curriculum is designed to provide students with ability to develop statistical and predictive models to support managerial, financial and operational statistics.

UNIT 1: Introduction To Analytics (12 Hours)

Introduction to Analytics – Overview – Analytics v/s Analysis – Business Analytics – Business domains within Analytics – Summarizing Data – data collection – data dictionary – outlier treatment – Multichannel Segmentation – Identify differences in behavior of online, in-store & multi-channel shoppers – Identify the size of the opportunity for growth and begin to identify the methods to achieve it – The value of the different shopper groups (Domain Area: Retail Analytics) Portfolio Models – Calculating Efficient Portfolios – Variance Co Variance Matrix – Estimating Beta and Security Market Line – Option Pricing Models – Bonds (Domain Area – Finance)

UNIT 2: Linear Regression Models (12 Hours)

Linear Regression – Correlation and Regression – Multivariate Linear Regression Theory – Coefficient of determination (R^2) and Adjusted R^2 – Model Misspecifications – Economic meaning of a Regression Model – Bi-variate Analysis – ANOVA (Analysis of Variance) – Multivariate Linear Regression Model – Variable identification – Response variable exploration – Independent variables analyses – Heteroscedasticity detection and correction – Multicollinearity detection and correction – Fitting the regression – Model performance check (Domain Area: Insurance)

UNIT 3: Logistic Regression (12 Hours)

Logistic Regression – Identifying problems in fitting linear regression on data having “Binary Response” variable – Introduction to Generalized Linear Modeling (GLMs) – Logistic Regression Theory – Logistic Regression Case – Variable identification – Response variable exploration – Independent variables analyses – Fitting the regression using SAS language – Scoring equation – Model diagnostics – Analysis of results – Score Card Development (Domain Area: Banking)

UNIT 4: Decision Tree, Clustering & Time Series Modelling (12 Hours)

Decision Tree & Clustering – Data Mining and Decision Trees – Decision Tree Example – CHAID analysis – Method and Algorithms – Running the CHAID analysis and Interpreting the results – CART – Method and Algorithms – Running the CART analysis and Interpreting the results – When to use CART and when to use CHAID – Defining Clustering – Why and Where to use Clustering – Clustering methods – Clustering example – K-means Clustering Algorithm (Domain Area : Insurance / Banking)

Time Series Modeling – Models of time series – Moving averages – Autoregressive Models – The Box-Jenkins model building process – Model Estimation – Model Validation – Model forecasting – Identify the ARIMA model – Estimate the best ARIMA models – Validate the model – Forecast the sales based on model (Domain Area : Automobile)

UNIT 5: Association Rule and Apriori Algorithm (12 Hours)

Logistic Regression – Identify and develop Dependent variable – Perform initial variable reduction and missing value imputation – Perform extreme value treatment – Prepare correlation matrix and VIF chart – Variable reduction through Multicollinearity – Perform Binning to prepare modeling dataset – Perform sampling to prepare training and validation dataset Run the model – Develop report for model outcomes – Write the Scoring or implementation strategy (Domain Area: Telecom Industry)

Association Rule – Affinity analysis to understand purchase behavior – Understanding Apriori algorithm – Capturing the insightful association available in the transaction records – Analysis of output results to plan store layout, promotions and recommendations

Suggested Readings:

1. Michael Minelli , Michele Chambers , Ambiga Dhiraj , Big Data, Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Businesses, John Wiley and Sons, Hoboken ,New Jersey, 2013.
2. R.N Prasad, Fundamentals of Business Analytics, Wiley India Pvt Ltd, 2012

FSO309 Tax Planning and Management [4 Credits]

Learning Objectives: The course aims at providing the students a comprehensive introduction to Income Tax so as to enable them in computing income from different sources and also helps them in understanding the concept and importance of corporate tax planning. (Topics are covered based on the amendments made from time to time)

UNIT 1: Direct Tax Laws (15 Hours)

Introduction – Residential Status – Incomes exempt from tax – Income from Salaries – perquisites – valuation of perquisites- tax treatment of different forms of salary income (includes practical problems) - Income from House Property – chargeability – computation of income from let out and self occupied house property (includes practical problems) - Profits and gains of business or profession – chargeability – deductions allowed in respect of expenses/ allowances – depreciation – expenditure on scientific research – amortization of preliminary expenses – amounts expressly disallowed under the act – maintenance of accounts by certain persons – special provision for deduction in case of trade, professional or similar associations (includes practical problems)

UNIT 2: Direct Tax Laws (15 Hours)

Income from Capital Gains – chargeability – computation of capital gain – capital gains exempt from tax – short term and long term capital gains charged to tax (includes practical problems) - Income from other sources – clubbing of income – set off and carry forward of losses (includes practical problems) - Deductions from gross total income – Return of income and assessment – Advance payment of tax - Interest (includes practical problems)

UNIT 3: Corporate Tax Planning & Taxation of Companies (15 Hours)

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

UNIT 4: Tax Planning (7 Hours)

Tax planning with reference to setting up a new business – Location of new business – Nature of business – Forms of organization – Tax planning in respect of newly established industrial undertakings in free trade zones – Newly established 100% export oriented undertakings – Tax planning in respect of industrial undertakings engaged in infrastructural development or other activities.

UNIT 5: Tax Planning (8 Hours)

Tax planning and corporate financial decisions -Tax planning vis–a-vis corporate capital structure – Investment decision – Dividend decision —Tax Planning with reference to specific managerial decisions - Purchase of assets out of owned funds or out of borrowed funds - Own or lease – Purchase by instalments or hire – Make or buy – Shutdown or continue - Tax planning and employees remuneration – Tax Planning in respect of Non-residents

Suggested Readings:

1. Singhania, V.K., Direct Taxes: Laws and Practices, Taxman Publications, New Delhi.
2. Singhania, V. K., Students’ Guide to Income Tax, Taxmann Publications, New Delhi
3. Singhania , et al, Direct Taxes: Planning and Management, Taxman Publication, New Delhi.
4. Bhagwati Prasad, Direct Taxes, New Age, New Delhi.
5. Mehrotra and Goyal, Direct Taxes – Tax Planning and Management, Sahitya Bhaaavan, Agra.
6. Srinivas, Corporate Tax Planning, TMH, New Delhi.
7. Lakhotia, Corporate Tax Planning, Lakhotia, New Delhi

FSC310 Summer Training Report [4 Credits]

At the end of 2nd Semester, every student shall have to undergo 8 weeks summer training to gain on the job training in financial services industry in Goa or outside. At the end of the summer training candidate will have to prepare a report on the work experience and present a seminar before department council. Based on the presentation the department council will award appropriate grade. The candidate also has to submit certificate of experience for duration of four weeks to become eligible for admission in the second year MBA (Financial Services) course.

FSC401 Corporate Internship [8 Credits]

Duration of the Corporate Internship is 4 months, which will help the students to gain on the job experience in selected Finance Companies / Corporations / Banks / Stock Exchanges / Regulatory Bodies / Leading Broking Firms / FII's / Consultancy & Research Firms / Foreign Exchange in India and or abroad / Finance Departments of Industries and learn the intricacies of practical work situations. This would enrich theoretical and conceptual knowledge of the subject in financial services. During this period every candidate, apart from his/her on-the-job-training, has to carry out a research study in any chosen area in consultation with Department and the concerned organization and prepare a report on the findings of the study. Every candidate has to make a seminar presentation on his or her research report at the end of the corporate internship.

Corporate internship shall be evaluated by the official concerned in internship organization based on the checklist provided by the department. Based on the performance of the candidate in the organization during internship period appropriate grade for 8 credits will be given by the organization concerned.

FSC402 Project Report and Student Seminar [8 Credits]

1. Corporate internship shall be evaluated by the official concerned in internship organization based on the checklist provided by the department. Based on the performance of the candidate in the organization during internship period appropriate grade for 8 credits will be given by the organization concerned.
2. Project report shall be evaluated by the guiding teacher in the department for 6 Credits and based on the quality of the report appropriate grade shall be awarded.
3. Project report shall be evaluated by the two external examiners (one from the Industry and one from the academics) for 3 credits and appropriate grade shall be awarded based on quality of the report.
4. Seminar presentation shall be evaluated by two external examiners (one from the Industry and one from the academics) which shall carry 3 credits. Based on the performance of the candidate in seminar presentation appropriate grade shall be awarded.