

Syllabus for

Master of Business Administration

(FINANCIAL MANAGEMENT)

MBA (FM)

Semester: I-IV

Session: 2023-24

Directorate of Online Studies

Guru Nanak Dev University

(ESTABLISHED UNDER STATE LEGISLATURE ACT NO. 21 OF 1969)

Accredited by National Assessment and Accreditation Council (NAAC) At 'A++' Grade (Highest Level) As Per Modified Criteria Notified On 27/07/2017 And Conferred 'University with Potential for Excellence' Status and 'Category-I University' As Per University Grants Commission (F. No. 1-8-2017/ (CPP-II) Dated 12/02/2018)

Grand Trunk (G.T.) Road, Chheharta, Amritsar (Punjab) – 143005

Phone No.: 0183-2258802-09 Extn. 3198, 2258819

Email: director-dos@gndu.ac.in Website: gndu-online.in

Note:

- (i) Copyrights are reserved. Nobody is allowed to print it in any form. Defaulters will be prosecuted.
- (ii) The syllabi are subject to change therefore, visit the website from time to time to keep yourself updated.
- (iii) This is a new syllabus applicable from the session 2023-24 for students admitted in 1st Semester in July 2023 and the syllabus for previous batches may please refer to the old syllabus for the session 2021-22 and 2022-23 depending upon the date of admission.

**MASTER OF BUSINESS ADMINISTRATION (Financial Management) under
Directorate of ONLINE STUDIES, Guru Nanak Dev University, Amritsar
SEMESTER I:**

Paper Code	Subject Name	Marks			Credits
		Internal Assessment	End term	Total	
OLMBA141T	Principles of Management and Organizational Behaviour	30	70	100	4
OLMBA142T	Business Environment	30	70	100	4
OLMBA143T	Business Economics and Statistics	30	70	100	4
OLMBA144T	Production and Operations Management	30	70	100	4
OLMBA145S	Seminar-I	-	100	100	4
OLMBA146T	Business Communication and Personality Development	30	70	100	4
Total Marks and Credits		150	450	600	24

SEMESTER II:

Paper Code	Subject Name	Marks			Credits
		Internal Assessment	End term	Total	
OLMBA241T	Accounting and Business Finance	30	70	100	4
OLMBA242T	Marketing Management	30	70	100	4
OLMBA243T	Human Resource Management	30	70	100	4
OLMBA244T	Business Research Methods	30	70	100	4
OLMBA245S	Seminar-II	-	100	100	4
OLMBA246T	Accounting for Management	30	70	100	4
Total Marks and Credits		150	450	600	24

SEMESTER III:

Paper Code	Subject Name	Marks			Credits
		Internal Assessment	End term	Total	
OLMBA354T	Capital Markets and Investment Management	30	70	100	4
OLMBA355T	Management Control Systems	30	70	100	4
OLMBA356T	Financial Research and Econometrics	30	70	100	4
OLMBA357T	Management of Banking Operations & Treasury Management	30	70	100	4
OLMBA358T	Management of Financial Services and Financial Institutes	30	70	100	4
OLMBA359S	Seminar-III	0	100	100	4
Total Marks and Credits		150	450	600	24

SEMESTER IV:

Paper Code	Subject Name	Marks			Credits
		Internal Assessment	End term	Total	
OLMBA454T	Strategic Management	30	70	100	4
OLMBA455T	Management of Insurance Services	30	70	100	4
OLMBA456T	Financial Risk Management	30	70	100	4
OLMBA457T	Portfolio Management and Mutual Funds	30	70	100	4
OLMBA458T	Corporate tax law and planning	30	70	100	4
OLMBA459S	Seminar-IV	0	100	100	4
Total Marks and Credits		150	450	600	24

OLMBA - 141T: Principles of Management and Organizational Behaviour**Time: 03 Hours****Max. Marks: 100 Marks****Internal Assessment: 30 Marks****End Term: 70 Marks****Instructions for the Paper-Setter/examiner:**

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section A

Concept and nature of management; Management as profession; Universality of management; applying management theory in practice; effective management. Taylor and scientific management; Fayol's administrative management and principles. Management process and skills: nature of management process; Functions at various levels of Management; Functional areas of management; Management skills

Section – B

Fundamentals of Planning: Concept of planning; Types of plans; Management by Objectives
 Decision Making: Concept of decision and decision making; problem solving
 Fundamentals of organising: Concept of organisation and organising; factors affecting organisation structure; Forms of organisation structure: line organisation structure; line and staff organisation structure; functional organisation structure, divisional organisation structure, project organisation structure, matrix organisation structure, team based organisation.
 Authority and Responsibility: Concept; delegation of authority; centralisation and decentralisation.

Section – C

Fundamentals of Staffing and Directing: Concept; Manpower planning; Direction and supervision
 Communication: Concept; Communication process; communication symbols; communication network; barriers in communication.
 Coordination: Types and techniques
 Fundamentals of controlling: Concept; controlling and management by exception; design of effective control system.

Section – D

Managing Organisational Behaviour: Introduction; Emerging Issues in Organisational Behaviour; Framework of Organisational behaviour; Managing Organisational Misbehaviour
 Learning: Importance of Learning; Barriers to Learning.
 Managing Group Dynamics: Introduction; Types of groups; Functions of groups
 Managing Conflicts: Introduction; attitude towards conflict

Recommended Books:

1. L.M Prasad “Principles and Practice of Management”, Latest Edition, Sultan Chand & Sons
2. Kavita Singh “Organisational Behaviour”, Latest Edition, Pearson Publication, New Delhi

Suggested Readings:

1. Harold Koontz, and Heinz Weihrich, Essentials of Management: An International Perspective, New Delhi, McGraw-Hill, 2010.
2. Richard L Daft, The New Era of Management, New Delhi, Thomson, 2007.
3. Jon L Pierce and Donald G Gardner, Management and Organizational Behaviour, New Delhi, Thomson, 2007.
4. Stephen P Robbins, Mary Coulter and Neharika Vohra, Management, New Delhi, Pearsons, 2011
5. Sekaran, Uma, Organizational Behaviour: Text and Cases, New Delhi, Tata McGraw Hill, 2007.
6. <http://swayam.gov.in/>
7. <http://edx.org> formerly <http://mooc.org/>
8. <http://epgp.inflibnet.ac.in/>

OLMBA - 142T: Business Environment

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section A

Introduction of Business environment: Types of environment; internal environment; external environment; micro environment; macro environment; Competitive structure of industries competitor's analysis; environmental analysis.

Economic Environment: Nature of the economy; structure of the economy; economic policies; economic conditions.

Political and Government environment: Functions of State; economic roles of government; government and legal environment; economic roles of government in India; the constitutional environment.

Section – B

Natural environment; Technological environment; innovation; technological leadership and followership; technology and competitive advantage.

Social Responsibility of Business: Classical and contemporary views; social orientation of business; factors affecting social orientation; responsibilities to different sections; the Indian Situation.

Consumer Rights; exploitation of consumers; consumerism; consumer protection; consumer protection and consumerism in India; introduction to Consumer Protection Act

Section – C

Privatisation and Disinvestment: Expansion of public sector and its defects; privatisation reaction; ways of privatisation; obstacles; conditions for success of privatisation; benefits of privatisation; arguments against privatisation; pitfalls of privatisation.

Company Law in India- A brief note; objectives of Companies Act, 2013; classification of Companies; Incorporation of company; MOA; AOA.

Section – D

Monetary policy; measures of money stock; monetary policy and money supply; instruments of monetary policy; fiscal policy.

Planning in India: NITI AAYOG- Introduction and its functions

Globalisation of world economy; globalisation of business; features of current globalisation; globalisation stages; essential conditions for globalisation; foreign market entry strategies; pros and cons of globalisation; policy options; globalisation of Indian business.

Recommended Books

1. Francis Cherunilam, Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.

Suggested Readings:

1. V. K. Puri & S. K. Misra, Economic Environment of Business, Latest Edition, Himalaya Publishing House, New Delhi.
2. A.C. Fernando, Business Environment, Latest Edition, Pearson Publication, New Delhi.
3. V. Neelamegam, Business Environment, Latest Edition, Vrinda Publications, Delhi.
4. K Ashwathappa, Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.
5. <http://swayam.gov.in/>
6. <http://edx.org/> formerly <http://mooc.org/>
7. <http://epgp.inflibnet.ac.in/>

OLMBA - 143T: Business Economics and Statistics

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section A

Theory of Demand: Meaning; Law of demand; determinants of demand; Extension and contraction of demand; Increase and decrease of demand

Elasticity of demand: Meaning of Price Elasticity of demand; Degree and Measurement of Price elasticity of demand; Factors determining the price elasticity of demand; Income elasticity of demand; Cross elasticity of demand.

Utility Analysis: Meaning; Concept; relation between Total utility and Marginal utility; Law of diminishing marginal utility; Law of Equi-Marginal utility.

Section – B

Indifference curve Analysis: Meaning; Law of Diminishing marginal rate of substitution; properties of Indifference curve(IC).

Concept of revenue: Meaning; concepts; Relation between Total, Average and Marginal Revenue.

Theory of production: production function, Law of variable proportion; law of diminishing returns; law of increasing returns; law of constant returns; law of returns to scale; internal and external economies, internal and external diseconomies.

Types of Markets: Perfect, Monopoly and Monopolistic Competition (Introduction and difference).

Section – C

Measures of Central Tendency: Mean, Median, Mode

Measures of Dispersion: Standard deviation and Coefficient of Variation.

Index Numbers: Meaning and importance, Methods of construction of Index

Numbers: Weighted and unweighted; Simple Aggregative Method, Simple Average of Price Relative Method, Weighted index method: Laspeyre's method, Pasche's method and Fisher's method.

Section – D

Correlation analysis: Simple correlation between two variables (Grouped and Ungrouped data), Rank correlation.

Regression; Simple Regression analysis

Theory of Probability: Meaning of probability; Addition and Multiplication theorems of probability

Recommended Books:

1. T.R. Jain and O.P. Khanna "Managerial Economics", Latest Edition, V K Publications
2. T.R. Jain & S.C. Aggarwal "Statistics", Latest Edition, V K Publications

Suggested Readings:

1. Levin, Richard and David S Rubin :Statistics for Management, Prentice Hall, Delhi.
2. Levin and Brevson, Business Statistics, Pearson Education, New Delhi.
3. Anderson, Sweeney and Williams: Statistics for Business and Economics, Thompson, New Delhi.
4. Peterson and Lewis, Managerial Economics, 4th Edition, Prentice Hall of India Pvt. Ltd., New Delhi.
5. Shapiro, Macro Economics, Galgotia Publications.
6. H. L Ahuja Advanced Economic Analysis, S. Chand & Co. Ltd, New Delhi.
7. <http://swayam.gov.in/>
8. <http://edx.org> formerly <http://mooc.org/>
9. <http://epgp.inflibnet.ac.in/>

OLMBA - 144T: Production and Operations Management

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section A

Production and Operations management: Introduction; Operations Strategy; Scope of Operations Management; Materials Management in production system; Operations management: historical background. Facilities Planning: Process Selection.

Facilities Planning: Location- Factors affecting location; Government control on location of industries.

Section – B

Facilities layout and Material handling: material handling systems. Capacity Planning.

Work design: Introduction, Job Design: Introduction

Production Planning and control: Introduction; Meaning; Procedure.

Section – C

Planning and control of projects: Project Management: Stages in project management; PERT and CPM

Managing Quality: Quality; Relationship between quality and cost

Section – D

Supply Chain Management: Outsourcing; fundamentals of purchasing; Sources of supply: vendor selection and rating; buyer seller negotiations; pricing decisions; purchase timing decisions.

Inventory Management: Independent demand inventory- Concept; Types of Inventory Costs; Classifying Models; EOQ; Safety or Buffer stock; ABC Analysis; Just In Time; KANBAN

Recommended Books:

1. S.A. Chunawalla & D.R. Patel “Production and operations management”, Latest Edition, Himalaya Publishing House

Suggested Readings

1. Operations Management Theory & Practice, B. Mahadevan, Pearson Education.
2. Production & Operations Management, Kanishka Bedi, Oxford Higher Education.
3. Operations Management Processes & Value Chains, L.J. Krajewski & L.P. Ritzman, Pearson Education.
4. Production Operation Management, B.S. Goel.
5. <http://swayam.gov.in/>
6. <http://edx.org/> formerly <http://mooc.org/>
7. <http://epgp.inflibnet.ac.in/>

OLMBA – 145S: Seminar-I

Max. Marks: 100 Marks

Internal Assessment: 0 Mark

End Term: 100 Marks

OLMBA - 146T: Business Communication and Personality Development

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of Four sections.
2. Paper setter shall set Eight questions in all by selecting Two questions of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt Five questions in all, by atleast selecting One question from each section and the 5th question may be attempted from any of the Four sections.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section A

Introduction to Business Communication:-

Effective Communication, Goals of Communication, One-way and Two-way Communication, Directions of Communication, Channels of Communication, Methods of Communication, Lines of Communication, Communication Networks, New Communication Media, Verbal and Non-Verbal Communication, The Grapevine, Miscommunication and Communication Failures, Barriers to Communication, Communication Breakdown: Seven Cardinal Mistakes Managers Make Communication Barriers and Technology, Facilitating Effective Communications, Communication Strategy.

Communicating in a Diverse Work Environment:- Introduction, Culture- Hierarchy and Status, Team Versus Individualism, Punctuality, Technology, Cultural Contexts, Concepts of Culture

Section B

International Communication- Direct versus Indirect Communication, Accents and Fluency, Chain of Command, Physical Aspects, Non-Verbal Communication, Intercultural Communication and the Workplace-Cultural Conflicts, Resolving Cultural Conflicts, Working Your Way Out of Challenges.

Interpersonal Communication: - Defining Interpersonal Communication, An Evolving Model for Interpersonal Communication, Principles of Interpersonal Communication and Barriers to Interpersonal Communication.

Relational Development:-The Role of Interpersonal Semantics- The Open Area or the Arena, The Blind Area, The Facade, The Unknown Area; Managerial Implications of the Johari Window, Johari Window, Tuckman Model, and Team Development- Forming, Storming, Norming, Performing; Emotional Intelligence, Getting Along with Others, Interpersonal Communication Styles, Interpersonal Communication Under Stress- Fight or Flight, Bases for Selecting a Conflict Communication Mode, Conflict Resolution and Communication, Being Assertive.

Section C

Analysing Transactions: The Units of Communication:- Introduction, The Role of Intonation, Strokes, The Three Ego States, Analysing Transactions- Complementary Transactions, Crossed Transaction, Duplex or Ulterior Transactions; Transactional Analysis and Business, How to Manage Conversations, Structural Analysis, Understanding Ego States- Child State, Parent State, Adult State, Certain Habits of Ineffective Conversationalists.

Business Meetings: Meetings: Definition and Types- Skip Level Meetings, Stand-up Meetings or the Daily Scrum, Performance Appraisal Meetings, Annual General Meetings, Key Attributes of a Productive Meeting, A Tentative Model of Process of Meeting, Meeting Etiquette, Do's and Don'ts, Handling Disruptions in Meetings- Side Talkers, Ramblers,

Aggressors, Opponents, Wallflowers; The Agenda and Minutes of a Meeting, Challenges Before Managers.

Section D

Preparing and Delivering Presentations:-Introduction and Importance of Presentations, Types of Presentations, Common Problems with Presentations, The Central Tenets of Presentations, Qualities of an Effective Presenter, Presentation Strategies- Purpose, Audience, Context, Technique; Preparation and Delivery- Collecting Information, Organizing Information, Structure of a Presentation; Opening, Closing, and Sustaining the Presentation, Getting Ready to Deliver a Presentation- Delivering Outline, Stage Fright and Speech Anxiety, How to Deal with Stage Fright Successfully, An Ideal Presenter, Body Language and Presentations, Visual Cues, Vocal and Verbal Enhancements in a Presentation, Handling Questions, Preparing Visual Aids.

Employment Communication:-Introduction, Networking, Correspondence Related to Recruitment-The Cover Letter and Resume, Other Types of Job Correspondence, Preparing & Writing a Resume, Resume Formats, List of Do's & Don'ts, Scannable Resumes and Resumes Sent by E-mail, E-mailing Resumes.

Group Discussions- Knowledge, Communication Skills, Team Dynamics, Leadership Skills, Classification of Group Discussions, Evaluating Group Discussions, Real-Life Scenarios: Lessons to be Learnt.

The Job Interview Process- Types of Interviews, Preparing for an Interview, Special Techniques for Facing Different Kinds of Interviews.

Suggested Readings:-

1. Mehra, Payal, "Business Communication for Managers", Pearson Education, New Delhi.
2. Penrose, Rasberry and Myers, "Business Communication for Managers- An Advanced Approach", Cengage Learning, New Delhi.
3. Murphy, Hildebrandt and Thomas, "Effective Business Communication", Tata McGraw-Hill, New Delhi.
4. Chaturvedi and Chaturvedi, "Business Communication: Concepts, Cases and Applications", Pearson Education, New Delhi.
5. Raman, Meenakshi and Singh Parkash "Business Communication", Oxford University Press, New Delhi.

OLMBA - 241T: Accounting and Business Finance

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section A

Introduction to Accounting: Relationship and difference between Accountancy, Accounting and Book Keeping; Accounting Cycle; Users of Accounting Information and their Needs; Advantages and Limitation of Accounting; Basic Accounting terminology; Double entry system of Book keeping; Accrual basis and Cash basis of Accounting; Basic Assumptions and Principles of Accounting; Accounting Equation: Meaning; Procedure for developing an Accounting Equation

Section – B

Journalising, Posting and Balancing: Meaning of an Account; Meaning and Rules of Debit and Credit; Journalizing; Ledger; Trial Balance.

Financial statement: Meaning; Usefulness; Elements of Financial Statements; Recognition of Assets, Liabilities, Income and Expenses; Preparation of Financial Statements (without adjustments): Trading Account; Profit and Loss Account; Balance Sheet.

Section – C

Analysis of Financial Statements: Financial ratios-liquidity, turnover, profitability, leverage ratios; Du Pont Analysis.

Capital Budgeting process; Project classification; Investment criteria; Techniques of Capital Budgeting: Net present value; Benefit-cost ratio; Internal Rate of Return; Payback period; Accounting Rate of return; investment appraisal in practice.

Section – D

Sources of Long term Finance: equity capital; internal accruals, preference capital; terms loans; debentures.

Working Capital policy: factors influencing working capital requirement; level of current assets; current assets financing policy; operating cycle and cash cycle.

Recommended Books:

1. P.C. Tulsian, "Financial Accounting", Latest Edition, Pearson Education
2. Prasanna Chandra, "Financial Management", Lasted Edition, McGraw Hill Education

Suggested Books:

1. Bhattacharya, S.K. and John Dearden, "Accounting for Management-Text and Cases", Vikas Publishing House.
2. LeleRK. And Jawahar Lal, "Accounting Theory", Himalaya Publishers.
3. Porwal, L.S. "Accounting Theory", Tata McGraw Hill.
4. Horngren, Charles T., Gary L. Sundemand William O. Stratton, "Introduction to Management Accounting", Pearson Education Asia.
5. Sharma, Subhashand M.P. Vithal, "Financial Accounting for Management Text and Cases",

McMillan.

6. I M Pandey, “Financial Management” Vikas Publications

7. <http://swayam.gov.in/>

8. <http://edx.org/> formerly <http://mooc.org/>

9. <http://epgp.inflibnet.ac.in/>

OLMBA - 242T: Marketing Management

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section A

- **Introduction to Marketing:** Scope of Marketing, Entities Marketed, Demand states, Core Marketing Concepts, company orientation towards the market place, Marketing Mix.
- **Market analysis:** analyzing the marketing environment, components of marketing information system, marketing research: scope, importance and process.
- **Analyzing Consumer Markets:** Consumer behavior influencers, The buying decision process, Bases of market segmentation.

Section–B

- **Product characteristics and Product Classifications,** product hierarchy, systems and mixes, packaging labelling, warranties, and guarantees, Product Life Cycle marketing strategies. Brand equity, New Product Development Process.

Section–C

- **Pricing Decisions:** Pricing by companies, changing pricing environment, setting the price.
- **Distribution Decisions:** Role and importance of channels, Channel Levels, channel functions and flows, channel conflict.
- **Retailing:** Types of retailers, Functions of Wholesalers.
- **Communication Decisions:** Role, Marketing communication mix, communication process, communication objectives, characteristics of and factors in setting communication mix.

Section–D

- **Managing mass communications:** advertising, sales promotions, events, and experiences, and public relations.
- **Managing services:** categories of service mix, Distinctive characteristics of services.
- **Managing Digital Communications:** online social media, mobile, word of mouth buzz.
- **Managing personnel communications:** Direct and database marketing and personal selling. Relationship marketing.
- **Ethics and socially responsible marketing:** Cause related marketing, social marketing, rural marketing, marketing implementation and control.
- **Marketing implementation and Control.**

Suggested Books:

1. Ramaswamy, V.S. and Namakumari, S., Marketing Management: Global Perspective, Indian Context, 4th edition, MacMillan.

2. Kurtz, David L. and Boone, Louis E., Principles of Marketing, Thomson South-Western, 12th edition.
3. Enis, B.M., Marketing Classics: A Selection of Influential Articles, New York, McGraw-Hill, 1991.
4. Saxena, Rajan, Marketing Management, Tata McGraw-Hill, New Delhi, 2006.
5. <http://swayam.gov.in/>
6. <http://edx.org> formerly <http://mooc.org/>
7. <http://epgp.inflibnet.ac.in/>

OLMBA - 243T: Human Resource Management

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section A

Understanding the Nature and Scope of Human Resource Management: Nature of HRM; HRM Functions and Objectives; Organisation for HR Department; Personnel Policies and Principles; Skills for HR Professionals; Jobs and Careers in HRM

Analysis of Work, Designing Jobs and Job Evaluation: Nature of Job Analysis; The process of Job Analysis; Job Design; factors affecting Job Design; Job Design Approaches; Job evaluation; Job evaluation process; Methods of Job evaluation.

Section – B

Recruitment: Purpose and Importance; Recruitment Process.

Selecting Right Talent: Selection as a source of Competitive Advantage; Selection Process; Barriers of Effective Selection; Making Selection Effective.

Training and Development, Career Management and Talent Management: Nature of Training and Development; The Training Process; Career Development.

Section – C

Appraising and Managing Performance: Nature of performance appraisal; appraisal process; Challenges of performance appraisal.

Compensation Management: Importance of an Ideal Compensation System; factors Influencing Employee Compensation; devising a Compensation Plan; Challenges of Compensation.

Section – D

A Safety and Healthy Environment: Safety; Types of accidents; Safety Programme; ISO Safety Standards; Managing Ethical Issues in Human Resource Management

Contemporary Challenges in Human Resource Management: Outsourcing HR Activities; BPO and Call Centres; Managing Diversity; Globalisation

Recommended Books:

1. K Aswathappa, “Human Resource Management: Text and Cases”, Latest edition, McGraw Hill Education

Suggested Readings:

1. Dessler, Gary, “Human Resource Management”, New Delhi, Pearson Education Asia.

2. Durai, Pravin, “Human Resource Management”, New Delhi, Pearson.

3. Noe, Raymond A., Hollenbeck, John R., Gerhart, Barry, Wright, Patrick M., “Human Resource Management: Gaining a Competitive Advantage,” New Delhi, McGraw-Hill.

4. Mathis, Robert L. and Jackson, John H., “Human Resource Management,” New Delhi, Thomson.

5. <http://swayam.gov.in/>

6. <http://edx.org/> formerly <http://mooc.org/>

7. <http://epgp.inflibnet.ac.in/>

OLMBA - 244T: Business Research Methods

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

Business Research Methods: Introduction; Difference between basic and applied research; Defining business research; Business research methods-A Decision Making.

Business Research Process design: Introduction and process

Measurement and Scaling: need of measurement; scales of measurement; the criteria for good measurement.

Section – B

Questionnaire design: Meaning of questionnaire and questionnaire design process.

Sampling and sampling distributions: sampling; Need of sampling; the sampling design process; random sampling methods; non-random sampling; sampling and non-sampling errors; sampling distribution-normal distribution

Secondary data sources: Meaning of primary and secondary data; benefits and limitations of using secondary data; classification of secondary data sources.

Section – C

Data collection: survey and observation; survey method of data collection; a classification of survey methods; observation techniques

Experimentation: Internal and external validity in experimentation; threats to the internal validity of experimentation; experimental designs and their classification.

Field work and data preparation; data preparation process.

Section – D

Statistical inference: hypothesis testing for single population; introduction to hypothesis testing; hypothesis testing procedure; two tailed and one tailed test of hypothesis. Type I and Type II errors; Hypothesis testing for a single population mean using the Z statistics and t statistics.

Statistical inference: Hypothesis testing for two population- Hypothesis testing for the difference between two populations means using Z statistics and t statistics;

Statistical inference about the difference between the means of two related populations.

Recommended Book:

1. Naval Bajpai, “Business Research Methods”, Latest Edition, Pearsons.

Suggested Readings

1. Malhotra, Nareshand Dash, Satyabhushan Marketing Research: An Applied Orientation, 6th Edition, Pearson, 2010
2. Churchill Gilbert A and Iacobucci Dawn: Marketing Research: Methodological Foundations, 9th Edition, Thomson, 2007.
3. Nargundkar R, Marketing Research, Tata McGraw Hill, New Delhi, 2002.
4. <http://swayam.gov.in/>
5. <http://edx.org/> formerly <http://mooc.org/>
6. <http://epgp.inflibnet.ac.in/>

OLMBA – 245S: Seminar-II

Max. Marks: 100 Marks

Internal Assessment: 0 Mark

End Term: 100 Marks

OLMBA - 246T: Accounting for Management

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of Four sections.
2. Paper setter shall set Eight questions in all by selecting Two questions of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt Five questions in all, by atleast selecting One question from each section and the 5th question may be attempted from any of the Four sections.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION A

- **Introduction to Accounting:** Accounting as an information system; Users of accounting information; Basic accounting concepts and conventions; Accounting Cycle; Scope of Accounting; Role of Accountant in Industry.
- **Understanding Corporate Financial Statements:** Types, Nature, Uses and Limitations; Preparation of Financial Statements.

SECTION B

- Corporate Reporting and Disclosure Requirements.
- **Tools of Financial Statement Analysis:** Ratio Analysis, Common Size Financial Statements, Comparative Statements and Trend Analysis.

SECTION C

- **Cost Accounting:** Definition and Objectives; Cost Management Concepts and Preparation of Cost Sheet. Cost Accounting v/s Financial Accounting.
- **Budgets and Budgetary Control:** Understanding Concepts of Master Budget, Fixed Budget and Flexible Budgets, Zero Base Budget, Participative Budget and Performance Budget.
- **Standard Costing as a Control Technique:** Setting of Standards; Advantages and Limitations.

SECTION D

- **Variance Analysis:** Meaning and Importance, Kinds of Variances and their Practical Usage – Material & Labour Variances.
- **Marginal Costing and Break-Even Analysis:** Concept of Marginal Cost; Marginal Costing and Absorption Costing; Marginal Costing and Direct Costing; Cost- Volume-Profit Analysis; Break-Even Analysis - Assumptions and Applications of Break-Even-Analysis; Decisions Regarding Sales-Mix, Make or Buy Decisions and Discontinuation of a Product Line etc.

Suggested Readings:

1. Bhattacharya, S.K. and John Dearden, "Accounting for Management - Text and Cases", Vikas Publishing House.
2. Lele RK. And Jawahar Lal, "Accounting Theory", Himalaya Publishers.
3. Porwal, L.S. "Accounting Theory", Tata McGraw Hill.
4. Horngren, Charles T., Gary L. Sundem and William O. Stratton, "Introduction to Management Accounting", Pearson Education Asia.
5. Sharma, Subhash and M.P. Vithal, "Financial Accounting for Management Text and Cases", McMillan.
6. Arora, M.N., "Cost Accounting - Principles and Practice", Vikas Publishing House.
7. Pandey, I.M, "Essentials of Management Accounting", Vikas Publishing House.

OLMBA – 354T: Capital Markets and Investment Management

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

Meaning of Capital Market, Evolution, Structure, Capital Market Instruments, Regulation of Indian Capital Market

Meaning and Functions of New Issue Market, New Issue market Vs Secondary Market, Methods of New Issue-methods of marketing securities, Stock option, ESOP, Bought out deals and Private placements

Section – B

Stock Exchange: Regulation of Stock exchanges in India, Membership rules of stock exchange, Listing of Securities; Trading on a Stock Exchange-Online Trading, Internet Trading ; Margin Trading

Clearing and Settlement : Policy Developments, Clearing Process, Settlement-Process, Account period settlement, Rolling settlement, Continuous Net Settlement

Section – C

Depository: Role and need, Procedure for Dematerialisation and Rematerialisation

Security Analysis: Concept and Types of Risk and Return, Risk- Return Trade-off

Nature and Scope of Investment analysis, Elements of Investment, Avenues of Investment, Approaches to Investment Analysis, Concept of Risk and Return

Section – D

Investment Analysis: Fundamental Analysis, Technical Analysis, Efficient Market Hypotheses, Capital Asset Pricing Model (CAPM), Arbitrage Pricing Theory

Portfolio Management: Construction, Revision and Evaluation

Suggested Readings:

1. Sharpe, William F., Gordon J. Alexander and Jeffrey V. Bailey, Investments (Prentice Hall of India).
2. Fabozzi, Frank Investment Management (Prentice Hall).
3. Taggart, Robert A., Quantitative Analysis for Investment Management (Prentice Hall).
4. Richard Brealey and Steward Myers. Principles of Corporate Finance, McGraw- Hill.
5. Khan, M Y, Financial Services, Tata McGraw Hill Publishing Company, New Delhi.
6. Singh, Preeti Investment Management, Himalaya Publishing House, New Delhi.
7. <http://swayam.gov.in/>
8. <http://edx.org> formerly <http://mooc.org/>
9. <http://epgp.inflibnet.ac.in/>

OLMBA – 355T: Management Control System

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

Management Control System: Elements of a control system, Boundaries of management control, Strategy formulation, Management control and Task control.

Behavioral Aspects of Management Control: Goal congruence – factors affecting goal congruence – formal and informal.

Management Control Structure: Types of Organization Structures & its implications for system design: Controller's organization- Functions of Controller

Section – B

Responsibility Accounting: Meaning, Responsibility Centre Types: Revenue centre, Expense centre, Profit centre, Investment centre, Advantages and Implementation.

Transfer Pricing: Objectives, Methods of Transfer Pricing, Arm's Length Principle, Issues in Fixing Transfer Pricing.

Section – C

Budgeting and Budgetary control: Nature, Preparation of Budgets, Relevance of Budgetary Control in MCS, Behavioral Aspects in budgeting.

Performance Measurement: Financial & Non-Financial Measures, Return on Sales, ROI, Residual Income, Economic Value Added.

Section – D

Balanced Score Card: Four Perspectives, Aligning BSC to Strategy, Features of a good BSC, Implementation and pitfalls of BSC.

Management Compensation & Rewards: Characteristics of incentive compensation plans, Incentives for corporate officers and business unit managers.

Recommended Book:

1. Robert Anthony and Vijay Govindrajana, Management Control Systems, Tata McGrawHill Pub. 12th edition.
2. Charles Horngren, Srikant Datar, George Foster, Cost Accounting – A Management Emphasis, Pearson Publications.

Suggested Readings:

1. Management Control Systems – P. Saravnaval, Himalaya Publications.
2. Management Control Systems – Using Adaptive Systems to Attain Control – Joseph A. Maciariello & Calvin J Kirby, Second Edition, Prentice Hall of India.
3. <http://swayam.gov.in/>
4. <http://edx.org/> formerly <http://mooc.org/>
5. <http://epgp.inflibnet.ac.in/>

OLMBA – 356T: Financial Research and Econometrics

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION A

- **Introduction to Econometrics:** Definition, Difference between Statistics and Econometrics, Methodology of Econometrics, Meaning of Financial econometrics. Variables: Measuring, types.
- **Propositions and Hypotheses:** Meaning, Types. Types of Data: Metric and non-metric data; Cross Sectional data, Time series data, Pooled data, Panel Data. Sources of Data: Primary and Secondary Sources. Examination of the data: Graphical examination of data; Missing data; Outliers; Data cleaning and transformation.
- **Practical:** Data entry, cleaning, and transformation in E-views.

SECTION B

- **Introduction to Regression Analysis:** Meaning; Types: Two variable regression analysis, Multiple regression analysis, Dummy Variable Regression Analysis.
- **Two-Variable Regression Analysis:** The Method of Least Squares (OLS); Assumptions; Properties of Least Square Estimators: The Gauss-Markov Theorem. The Coefficient of

SECTION C

- **Regression Assumptions:** Multi collinearity, Heteroscedasticity, Autocorrelation. Practicals: Simple Linear Regression, Multiple Regression and Dummy Regression in E Views; Detecting and Remediating Multicollinearity, Heteroscedasticity and Autocorrelation in E-views.
Testing for Unit Roots in E Views Testing for Cointegration and Modeling Cointegrated

SECTION D

- **Introduction to Time Series Econometrics:** Basic Characteristics of Time Series Data.
Basic concepts Univariate Time Series Modelling and Forecasting-Stationary Process, Moving Average Processes, Auto regressive Processes, The Partial Auto correlation Function, ARMA Processes, Modelling Long-Run Relationships in Finance: Stationarity and Unit Root Testing, Granger Causality Cointegration

Suggested Readings:

1. Chris Brooks (2002). Introductory Econometrics for Finance, Cambridge University Press.
2. Walter Enders (2003). Applied Econometric Time Series, Wiley.
3. Hamilton, J. (1994), Time Series Analysis, Princeton University Press, Princeton.
4. Tsay, RueyS., (2002), Analysis of Financial Time Series, John Wiley and Sons
5. Campbell Lo and MacKinlay, (1997) The Econometrics of Financial Markets, Princeton.
6. Greene, William (2000), Econometric Analysis, Prentice Hall, 4th Edition.
7. Gujarati, Damodar N. (2007). Basic Econometrics, New Delhi: TataMcGraw-Hill.
8. Wang, P. (2003). Financial Econometrics, London: Routledge
9. Cooper, D.R. and Schindler, P.S. Business Research Methods, New Delhi: TataMcGrawHill.
10. Hair, Black, Babin, Anderson and Tatham, Multivariate Data Analysis, New Delhi: Pearson Education.

Websites

1. <http://swayam.gov.in/>
2. <http://edx.org/> formerly <http://mooc.org/>
3. <http://epgp.inflibnet.ac.in/>

OLMBA – 357T: Management of Banking Operations & Treasury Management

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

- **Evolution of Modern Commercial Banking in India:** Bank's Financial Statements: Basic Concepts; Banking Structure-Banking Consolidation; Banking Sector Reforms in India.
- **Sources of Bank Funds: Deposit Products-**Types of Bank Deposits, Computation of interest on Deposits, Deposit Schemes, Composition of Bank Deposits, Deposit Insurance, The Fee-based services, Letter of credit, Bank Guarantees, Subsidiary Services, Off Balance Sheet activities, Banc assurance.
- **Uses of Bank Funds:** Lending activities; Types of loans, mode of lending and basic requirements for lending. Credit Policy; Need for Credit Policy, Composition of Credit Policy. Investment: Classification and Valuation. Interest Rate determinants in banks

Section – B

- **Management of Capital Funds:** Functions, capital Adequacy-The New Base 1 Accord-Implication for Banks.
- **Banking Regulations:** Role of RBI, reserve requirements, CRAR and Prudential norms for asset classification, income recognition and provisioning. Anti money laundering and KYC norms.
- **Risk Management in Banks:** Basic concepts, Need/purpose, process, different types of risks in banks-operational, Liquidity, Credit risk, capital risk, Interest rate risk and systematic risk. Risk management strategies, Asset-Liability Management.

Section – C

- **Social Banking:** Need, Challenges, Policy Initiatives, Priority Sector Lending, Services Area Approach, Genesis of Microfinance.
- **Scope and Functions of Treasury Management:** What is a Treasury Management; Structure and Organization of Treasury Management; Role of CFO; Functions of a Controller; Functions of a Treasurer; Responsibilities of a Treasure
- **Measures of Internal Treasury Control:** Internal Treasury Control; Operations of Treasury; Measuring Treasury Performance.

Section – D

- **Credit Market:** The Role of Credit Market in the Financial System; Credit Facilities in the Credit Market; Risks Involved and Pricing Decisions; Role of Indian Credit Market.
- **Money Market:** Meaning and Instruments of Money Market; CBLO: Features; Issuing Procedure; RBI Guidelines.

Suggested Readings:

1. Management of Banking and Financial Services, Paul and Suresh, Pearson education, 2007.
2. Financial Institutions and Markets, L.M. Bhole, TataMcGrawHill, 2004, 4th Edition.
3. Indian Financial System, Theory and Practices, M.Y. Khan, TataMcGrawHill, 2004, 4th Edition.
4. An Introduction to Fund & Investment Management in Banks, R Bhaskaran, BIRD, Lucknow
5. The Treasury's HandBook, JP Morgan Fleming
6. 2006 Foreign Exchange and Treasury Management Handbook, Euro Money Year Book.

OLMBA – 358T: Management of Financial Services & Financial Institutes

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

Financial Institutions-Meaning-Characteristics-Broad Categories, Role of Financial Institutions in a Financial system, competition among financial institutions, Ethics and social responsibility of financial institutions

- **Role of Financial Services** in Indian Financial System.
- **The Securities and Exchange Board of India**: Genesis, Objectives and Functions.
- **Non Banking Finance Companies**: Nature, importance, The Evolution of Finance Companies, The present status and regulation of NBFCs, Public deposits with Non-Banking companies-structure, growth.

Section – B

Development Banks/Financial Institutions: concept, Role of DFIs, sources of Funds, DFI in India, Recent Trends.

- **Small Saving, Provident Funds and Pension Funds**: Growth in India, Types and nature of small saving instruments. Rate of return on PFs, Rules regarding investment of PFs. Pension Plans, reforming the Pension System.
- **Discount and Finance House of India Limited (DFHIL)**-Financial resources-Objectives-Operations
- **Securities Trading Corporation of India Limited (STCI)**-RBI Support-Current Activities

Section – C

Merchant Banking: Nature and scope of Merchant Banking-Regulation of Merchant Banking Activity-Overview of Current Indian Merchant Banking Scene-Structure of Merchant Banking Industry-primary Markets in India and Abroad

- **Credit Rating**: Concept of Credit Rating. Types of Credit Rating – Advantages and Disadvantages of Credit Rating-Credit Rating Agencies
- **Housing Finance**: Housing Finance Companies, Refinance Schemes for HFCs, Regulatory Guidelines for HFCs

Section – D

Introduction to equipment leasing: Types of Leases, Evolution of Indian Leasing Industry Tax Aspects of Leasing.

- **Hire purchase**: concept and Characteristics of Hire Purchase - 'Mathematics of Hire Purchase: Calculation of Effective Interest Rate–Tax Implications of Hire Purchase.
- **Factoring**: Concept of Factoring-Forms of Factoring-Factoring vis-à-vis Bills Discounting -Factoring vis-à-vis Credit Insurance Factoring vis-à-vis Forfeiting-Evaluation of a Factor -Legal Aspects of Factoring–Evaluation of Factoring

•**Securitisatio**n/Mortgages: Securitization-Mortgages and Mortgage Instruments-Concept
Securitization as a Funding Mechanism, Securitization of Residential Real Estate-Whole Loans-
Mortgages-Graduated-Payment.

Suggested Readings:

1. A Manual of Merchant Banking, JC Verma-Bharat Law House
2. SEBI Guidelines, Nabhi Publications
3. Financial Institutions and Market, L M Bhole-Tata McGrawHill
4. How to do Lease Financing and Hire Purchase Business, Nabhi Publications
5. Inside Leasing, Faroul Irani –Tata McGrawHill
6. The Financial Services Revolution, Clifford E Kirsch-McGrawHill.
7. Credit Rating, JC Verma- Bharat Law.
8. Kohn Meir, Financial Institutions and Markets,-Tata McGrawHill.
9. Srivastava RM, Management of Indian Financial Institutions, Himalaya Publishing.
10. Gursamy S., Financial Markets and Institutions, Thomson. (2004)
11. Bhalla V.K. Management of Financial Services, Anmol Publications Pvt. Ltd., New Delhi, 2002
12. Pathak Bharati, Indian Financial System, Pearson Education, New Delhi, 2004.

Suggested Readings:

- <http://swayam.gov.in/>
- <http://edx.org> formerly <http://mooc.org/>
- <http://epgp.inflibnet.ac.in/>

OLMBA – 359S: Seminar-III

Max. Marks: 100 Marks

Internal Assessment: 0 Mark

End Term: 100 Marks

OLMBA – 454T: Strategic Management

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

- Understanding Strategy and Strategic Management: Strategic Management Process. Strategic Decision Making, Issues in decision making, Levels of Strategy.
- Defining Strategic Intent: Vision, Mission, Characteristics of a Good Mission Statement. Designing and Evaluating a Mission Statement.
- External Environment Analysis: Strategically Relevant Components of External Environment. Industry Analysis – Porter’s Five Forces Model; External Factor Evaluation Matrix.

Section – B

- Internal Environment Analysis - Resource Based View of an Organization: Value Chain Analysis; Competitive Advantage and Core Competency. Internal Factor Evaluation Matrix.
- Strategies: Types of strategies, Integration strategies, Intensive strategies, Diversification strategies, defensive strategies, Michael Porter’s generic strategies, Means of achieving strategies.

Section – C

- Strategy analysis and choice: Nature, comprehensive strategy formulation framework, Input stage, matching stage, decision stage.
- Strategy Implementation- Management and operation issues, marketing and financial issues.

Section – D

- Strategy Evaluation and Control – Nature of Strategy Evaluation; Strategy Evaluation Framework; Balanced Score Card.
- Business ethics and Social Responsibilities of Business.

Recommended book :

1. David, R Fred, “Strategic Management- Concepts and Cases”, Pearson Education, India.

Suggested books :

1. Hill, Charles W L and Jones Gareth R, “ An Integrated Approach to Strategic Management” Cengage Learning
2. Wheelen, Thomas L., Hungerdavid J. and Rangarajan Krish, “ Concepts in Strategic Management and Business Policy”, Pearson Education, India
3. Thompson, Arthur A Jr.; Strickland A J III; Gamble, John E and Jain, Arun K. “ Crafting and Executing Strategy. The Quest for Competitive Advantage.- Concepts and Cases”, TMH, New Delhi.

4. Pitts, Robert A and Lei, David. “Strategic Management Building and Sustaining Competitive Advantage”, Thomson, India
5. Kazmi, Azhar. “Business Policy and Strategic Management”, TMH, New Delhi
6. Srinivasan, R, “Strategic Management”, Prentice Hall of India, New Delhi
7. <http://swayam.gov.in/>
8. <http://edx.org> formerly <http://mooc.org/>
9. <http://epgp.inflibnet.ac.in/>

OLMBA – 455T: Management of Insurance Services

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

- **Risk:** Concept, Types, Risk Management–Objectives, Process, Strategies, Risk Management and Insurance.
- **Concept of Insurance, Need/Purpose, Principles of Insurance:** Principle of Indemnity, Principle of Insurable Interest, Principle of Subrogation, Principle of Utmost Good Faith, Proximate Cause, Contribution.
- **An overview of Insurance Industry:** Nature of Insurance Business, Structure.

Section – B

- **Regulatory Aspects:** Brief overview of the Legal and Regulatory Frameworks Relating to Life and General Insurance in India, Role of IRDA.
- **Re-insurance**–Concept, Features, Types.
- **Financial Planning and Taxation:** Different Types of Insurance Plans: Whole Life, Term Assurance, Endowment, Tax Benefits under Insurance Policies

Section – C

- **Types of Insurance**–Group insurance, Health Insurance, Unit linked Insurance Plans, Fire Insurance–Meaning and Principles, Marine Insurance–Meaning and Principles.
- Life Insurance Documents, Insurance premium–Net premium, Gross premium, Bonus, Surrender value, Paid up value, Annuities, Riders.
- **Claim settlement in Life Insurance**–Types of claims, Procedure.
- **Claim settlement in Fire Insurance**–Settlement procedure.

Section – D

- **Distribution Channels for Insurance:** Agency, Direct Marketing, Bancassurance, Brokers.
- **Role of Professional Specialists/Insurance Intermediaries:** Underwriters, Surveyors, Actuaries.
- Role of Ombudsman, Role of Tariff Advisory Committee.
- Insurance in Rural/Social Sectors, Role of Insurance in Socio-Economic Development

Suggested Readings:

1. Risk Management & Insurance, Arthur Williams–McGrawHill.
2. Niehaus, Harrington (2007), Risk Management and Insurance, Tata McGraw-Hill Edition
3. Sethi Jyotsna and Bhatia, Nishwan (2011) Elements of Banking and Insurance.
4. Sahoo, SC and Das, SC (2011) “Insurance management – Text and cases, Himalaya Publishing House
5. Rejda, George E (2011) Principles Risk Management and Insurance, Pearson Education, New Delhi.
6. <http://swayam.gov.in/>
7. <http://edx.org> formerly <http://mooc.org/>
8. <http://epgp.inflibnet.ac.in/>

OLMBA – 456T: Financial Risk Management

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

- **Introduction to Risk Management:-** Managing Risk, Types of Business Risk
- **Introduction to Financial Risk:** Meaning of Derivatives, its Products, Classification, Participants, Functions, Evolution of Derivatives, Misuse and Criticism of derivatives

Section – B

- **Forward and Futures:-**
Forward Contract, Its features, Settlement of forward contract
The Fundamentals of Future Contract, Its Characteristics, its types and Mechanism of Future Trading
- Introduction to Spot and Forward Market, Determination of foreign exchange rate.
- Alternate Measures of Foreign Exchange Exposure

Section – C

- **Options:-** Overview, Types of options, Options Valuations, Options Positions (Payoffs), Factors affecting Option Prices, Options Strategies.
- **Swaps:-** Evolution of Swap Market, its Features, Types of Swaps, Mechanism and Structure of Swap Transactions, Valuation and Applications of Swaps.

Section – D

- **Foreign Exchange System:-** Foreign Exchange Mechanism, Bretton Wood System, Alternatives Exchange Rates, International Monetary Fund (IMF).
- **Hedging and Speculation** with Commodity Futures, Interest Rate Futures, Currency futures, Stock Index Futures. Optimal Hedge Ratio.
- **Risk Hedging:** Measuring and Managing Transaction Exposure; Measuring and Managing Operating Exposure.

Suggested Readings:

1. Risk Management & Insurance, 8e, C Arthur Williams, Michael Smith, Peter Young-McGrawHill.
2. Foreign Exchange, International Finance & Risk Management, AV Rajwade–Academic of Business Studies.
3. Introduction to Futures & Options, John C Hull.
4. Options and Futures, David A Dubufsky-McGraw-Hill.
5. Futures and Options, Franklin R Edwards & Cindy W Ma-McGraw-Hill.
6. Financial Derivatives, Keith Redhed-Prentice Hall India.
7. Winning in the Options Market, Alans Lyons–S Chand & Co.

8. Understanding Options, Robert W Kolb-John Wiley & Sons Inc.

1. <http://swayam.gov.in/>
2. <http://edx.org> formerly <http://mooc.org/>
3. <http://epgp.inflibnet.ac.in/>

OLMBA – 457T: Portfolio Management and Mutual Funds

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

- **Introduction to Portfolio Management:** The Investment Process - Definition of Investments-Investment Categories.
- **Capital Market Theory:** The capital Asset Pricing Model-Security Market Line-Applications of the Security Market Line, Pricing Model-Arbitrage Pricing Theory.

Section – B

- **Portfolio Analysis:** Diversification, Portfolio, Risk and Return-Markowitz Risk-return
- **Optimization-Portfolio Beta-**Generating the Efficient Frontier.
- **Portfolio Selection:** Defining Investment Objectives-Risk and Invest or Preferences-Investment Constraints.

Section – C

- **Bond Portfolio Management Strategies:** Passive Strategy - Duration Shift and Immunization-Semi-Active Strategy-Active Strategies.
- **Equity portfolio Management Strategies:** Efficient Market Hypothesis-Passive vs Active Management Strategies-Types of Passive Portfolios: Index Funds.

Managed Portfolios and Performance Measurement: Classification of Managed Portfolios, Market Timing Issues in Risk Adjusted performance Measures–Sharpe’s– Treynor’s–Jensen’s Performance Measure for Portfolios

Section – D

- **Portfolio Management Schemes:** Types of Portfolio Management Schemes-Features of Portfolio Management Schemes, SEBI Guidelines on Portfolio Management.
- **Mutual Funds:**The Evolution of Mutual Funds – Regulation of Mutual Funds – Organization Structure-Mutual Funds in India-Authority for Decision Making. Design and Marketing of Mutual Fund Schemes: Performance Evaluation-Analysis and Tax Treatment of Mutual Fund schemes.

Suggested Readings:

1. Security Analysis and Portfolio Management. 6e, Donald E Fischer and Ronald J Jordan– Prentice-Hall, India.
2. Investment Analysis and Management, 5e, Sharpe, Alexander, Bailey-Prentice Hall India.
3. Fundamentals of Investment, Geoffrey A Hirt, Stanley Block-Irwin/McGraw-Hill.
4. Stock Market Analysis for Intelligent Investors, NJ Yaraswy-Vision Books.
5. Portfolio Management: Theory & Applications, 2e, James L Farrell-Irwin/McGraw-Hill.
6. Stock Exchange and Investments, V Raghunathan-TataMcGraw-Hill.
7. Mastering Mutual Funds, CM Kulshreshtha-Vision Books .

8. Essentials of Investments, 3e, ZviBodie, Alex Kane & Alan J Marcus–Irwin McGraw-Hill.
9. Investment Analysis & Portfolio Management, 8E, Reilly/Brown–Thomson.
10. <http://swayam.gov.in/>
11. <http://edx.org> formerly <http://mooc.org/>
12. <http://epgp.inflibnet.ac.in/>

OLMBA – 458T: Corporate Tax Law and Planning

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

Introduction to Income Tax Act, 1961: definitions of Person, Assesses, Assessment Year, Previous Year, capital and revenue incomes. Residential Status: determination of residential status of a Company, scope of total income on the basis of residential status. Tax Planning, Tax Avoidance and Tax Evasion: concept and distinction, use of colourable devices by companies, measures to check tax avoidance and tax evasion. Minimum Alternate Tax.

Section – B

Income under the Head Business and Profession: deductions expressly allowed and expenses disallowed, tax audit, maintenance of books of accounts, exemptions available to company assesses, depreciation-concept and computation, assets eligible for depreciation, block of assets, indexation, tax on slump sale, corporatisation of an existing non-corporate business. Special Economic Zones-concept, tax incentives to newly established units.

Section – C

Tax planning with reference to setting up of a new business: location of business, nature of business, form of organisation. Tax planning and financial management decisions-capital structure, dividend distribution and bonus shares. Deduction of Tax at Source: Concept of TCS & TDS, rates applicable, penalties, concept of advance payment & self assessment of tax.

Section – D

Income Under the Head Capital Gains: definition, types of capital assets, transactions not regarded as transfer, computation & tax planning of capital gains, exemptions in respect of capital gains. Double Taxation-Concept, avoidance of double taxation, Double taxation relief provisions in India

Suggested Readings:

1. Ahuja Girish, “Systematic Approach to Income Tax”, Bharat Law House, New Delhi.
2. Mehrotra H.C., “Income Tax Law & Practice”, Sahitya Bhawan Publications, Agra.
3. Singhania K.Vinod, “Direct Tax Theory & Practice”, Taxman Publications (P) Ltd.
4. Website: www.incometaxindia.gov.in
5. <http://swayam.gov.in/>
6. <http://edx.org> formerly <http://mooc.org/>
7. <http://epgp.inflibnet.ac.in/>

Master of Business Administration (Financial Management) (Semester – IV)

OLMBA – 459S: Seminar-IV

Max. Marks: 100 Marks

Internal Assessment: 0 Mark

End Term: 100 Marks