



University of Mumbai

मुंबई विद्यापीठ

**Revised Syllabus under Credit based Semester and
Grading System**

For

MFSM

**3 Years part-time Masters Degree Course
in
Financial Services Management**

(Effective from the academic year 2014 – 2015)

Title: - Part time Management Masters Degree Programme of three years duration.

Name of the Programme: - Master of Financial Services Management (MFSM)

Nature of the Programme: -. Master of Financial Services Management (MFSM) is a 3 year Part time Degree course of University of Mumbai

Eligibility Criteria

- A learner for being eligible for admission into the Post Graduate Programme i.e MFSM shall have passed the Bachelor's degree examination of this university or any other university recognized as equivalent thereto and should have acquired minimum of 2 years work experience in the cadre at supervisory level.

- Many management institutions/colleges in Mumbai are conducting these courses with varying in take of students.

Preamble:

The revised curriculum for Part Time three years Masters Course is developed considering the current industry needs in terms of the demanded skill sets under the new dynamic business environment. It also endeavours to align the programme structure and course curriculum with student aspirations and corporate expectations.

Need for Revision of existing Curriculum of MFSM

The Current Scenario

- Changing global facets of businesses and economies
- Dynamism in industry practices and evolution of technology
- Emergence of new businesses and business practices
- Thrust on Application oriented and experiential learning
- Expectations of Key stakeholders viz. students, industry and academicians

This has led to

1) Gaps in Current Curriculum noticed as below:

- Lack of specialized in – depth knowledge in a specific domain.
- Lack of thrust on current management practices.
- Big perceptible gaps in soft skills – Analysis, Judgments and Creativity
- Absence of cross-functional skills and holistic thinking.

2) Emergence of Novel Competencies and Skills requiring

Direct linkage of the industry practices to the structure and detailed contents in terms of Skills, Knowledge, Attitude and Approach mandated the need for up gradation and revision of the course structure and curriculum.

3) Transformation of the Learners mindset

The psychological profile, learning style and outlook towards higher education has undergone a change due to explosion of information and abundance of knowledge. New and innovative methods of evaluation and application are the need of the hour.

4) Demand for Application oriented and Experiential Learning

Management Education has to transcend beyond the realms of classrooms and focus on interactive, experiential learning. There is a pressing need to inculcate application oriented thinking and practical approach based on sound knowledge of management theories, principles and concepts.

Objectives for new Curriculum

The Objectives of New Curriculum are: -

- Enable students to concentrate on goals tailored to career.
- Incorporate some flexibility for institutes to teach new and contemporary curriculum for greater employability of their students.
- Updating syllabus in line with expectations of stakeholders – corporate and students

The goal is to imbibe and enhance the following skill sets

- i) Exposure to Global talents
- ii) Application of technology and enhancement of technological skills
- iii) Peer based learning and team work
- iv) Experiential Learning (Learning by Action and Application)
- v) Enhance knowledge on capital markets
- vi) Ensure employment oriented learning from the perspective of financial services

Introduction of new subjects in MFSM

MFSM

International Business, Management Information Systems, Creativity & Innovation Management, Capital Markets, Entities in Financial Services World & Role of a Finance Executive, Financial Markets & Institutions, Behavioural Finance, Wealth Management & Alternative Investments, Regulation of Financial Services Companies,

Introduction to Equity, Fixed Income Securities & Derivatives, Financial Modeling, Financial Risk Management, Functions of NBFC and Selling of Financial Services and Products

Faculty Students Ratio

While the faculty students ratio of 1:15 is maintained, the staffing pattern for appointment of faculty for all the Management programmes be modified. i.e 50% Full time faculty, 50% industry experts as visiting faculty be made applicable from the academic year 2014 – 15.

Institutes should attract more people with industry experience to participate in this programme. To attract industry experts into teaching, they be designated similar to full time faculty based on their industry experience as is noticed in the parallel practice at NCC Units.

A person having 15 years or more Industry Experience holding a senior supervisory position be designated as Hon. Professor & a person with 10 years or more industry experience holding a senior supervisory position be designated as Hon. Associate. Professor & a person having minimum 05 years of industry experience at a supervisory position be designated as Hon. Assistant Professor.

Teaching Pedagogy

Teachers are expected to impart knowledge through new and innovative pedagogical approaches. Some of these techniques are: -

Reading, Group Discussions, Lectures, Role plays, Field Work, Workshops, Counseling Sessions, Watching Educational and Informative Videos, Assignments, Quizzes, Tests, Live Projects, Case Studies, Presentations, Simulations, Industrial Visits, Participation in academic and extra – curricular activities, inculcation of industry specific skills and training & development sessions.

Semester I – MFSM

Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	Principles of Management	30	2	40 IA	60 IA	100	3	2.5
2	Financial Accounting	30	2	40 IA	60 IA	100	3	2.5
3	Organisational Behaviour	30	2	40 IA	60 IA	100	3	2.5
4	Managerial Economics	30	2	40 IA	60 IA	100	3	2.5
5	Business Communication	30	2	40 IA	60 IA	100	3	2.5
6	Quantitative Methods in Management	30	2	40 IA	60 IA	100	3	2.5
				Total No of Credits				15

UA: - University Assessment; IA: - Internal Assessment

Semester II – MFSM

Sr. No.	Subject	Teaching Hours		Assessment Pattern					
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits	
1	Production Management	30	2	40 IA	60 IA	100	3	2.5	
2	Business Research Methods	30	2	40 IA	60 IA	100	3	2.5	
3	Marketing Management	30	2	40 IA	60 IA	100	3	2.5	
4	Legal Aspects of Business	30	2	40 IA	60 IA	100	3	2.5	
5	Cost & Management Accounting	30	2	40 IA	60 IA	100	3	2.5	
6	Human Resources Management	30	2	40 IA	60 IA	100	3	2.5	
				Total No of Credits					15

UA: - University Assessment; IA: - Internal Assessment

Semester III – MFSM

Sr. No.	Subject	Teaching Hours		Assessment Pattern					
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits	
1	International Business	30	2	40 IA	60 UA	100	3	2.5	
2	Management Information Systems	30	2	40 IA	60 UA	100	3	2.5	
3	Financial Management	30	2	40 IA	60 UA	100	3	2.5	
4	Taxation	30	2	40 IA	60 IA	100	3	2.5	
5	Creativity & Innovation Management	30	2	40 IA	60 IA	100	3	2.5	
				Total No of Credits					12.5

UA: - University Assessment; IA: - Internal Assessment

Semester IV – MFSM

Sr. No.	Subject	Teaching Hours		Assessment Pattern					
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits	
1	Financial Markets & Institutions	30	2	40 IA	60 IA	100	3	2.5	
2	Corporate Law	30	2	40 IA	60 IA	100	3	2.5	
3	Security Analysis & Portfolio Management	30	2	40 IA	60 IA	100	3	2.5	
4	Capital Markets	30	2	40 IA	60 IA	100	3	2.5	
5	Entities in Financial Services World & Role of a Finance Executive	30	2	40 IA	60 IA	100	3	2.5	
				Total No of Credits					12.5

UA: - University Assessment; IA: - Internal Assessment

Semester V – MFSM

Sr. No.	Subject	Teaching Hours		Assessment Pattern					
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits	
1	Behavioural Finance	30	2	40 IA	60 IA	100	3	2.5	
2	Wealth Management & Alternative Investments	30	2	40 IA	60 IA	100	3	2.5	
3	Regulation of Financial Services Companies	30	2	40 IA	60 IA	100	3	2.5	
4	Introduction to Equity, Fixed Income Securities & Derivatives	30	2	40 IA	60 IA	100	3	2.5	
5	Dissertation Project	30	2	40 IA	60 IA	100	3	2.5	
				Total No of Credits					12.5

UA: - University Assessment; IA: - Internal Assessment

Semester VI – MFSM

Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	Strategic Management	30	2	40 IA	60 UA	100	3	2.5
2	Functions of NBFC	30	2	40 IA	60 UA	100	3	2.5
3	Financial Risk Management	30	2	40 IA	60 UA	100	3	2.5
4	Financial Modeling	30	2	40 IA	60 IA	100	3	2.5
5	Selling of Financial Services and Products	30	2	40 IA	60 IA	100	3	2.5
			Total No of Credits					12.5

UA: - University Assessment; IA: - Internal Assessment

Semester	Total No of Credits
Semester I	15
Semester II	15
Semester III	12.5
Semester IV	12.5
Semester V	12.5
Semester VI	12.5
Total	80

**MASTERS IN FINANCIAL SERVICES
MANAGEMENT**

SEMESTER – I

Principles of Management (15 Sessions of 3 Hours Each) Sem I

S. No.	Particulars	Sessions
1	<ul style="list-style-type: none">➤ Management : Science, Theory and Practice - The Evolution of Management➤ Thought and the Patterns of Management Analysis - Management and Society :➤ Social Responsibility and Ethics - Global and Comparative Management - The➤ Basis of Global Management – Functions of Management-The Nature and Purpose➤ of Planning - Objectives - Strategies, Policies and Planning Premises - Decision➤ Making - Global Planning.	3 Sessions of 3 Hours
2	<ul style="list-style-type: none">➤ The Nature of Organizing - Organizational Structure : Departmentation - Line/Staff➤ Authority and Decentralization - Effective Organizing and Organizational Culture -➤ Global Organizing. Co-ordination functions in Organisation - Human Factors and➤ Motivation - Leadership - Committees and group Decision Making -➤ Communication - Global Leading.	2 Sessions of 3 Hours
3	<ul style="list-style-type: none">➤ The System and Process of Controlling - Control Techniques and Information➤ Technology - Global Controlling and Global Challenges – Direction Function – Significance.	2 Sessions of 3 Hours
4	<ul style="list-style-type: none">➤ “Mental Conditioning”-Cover areas such as Entrepreneur Versus Manager: Risk and Rewards; To be a Master and not a Servant; Social: contribution: creating jobs. Work when and where you want; Scope for innovation and creativity.	2 Sessions of 3 Hours
5	<ul style="list-style-type: none">➤ Strategic Management: -Definition, Classes of Decisions, Levels of Decision, Strategy, Role of different Strategist, Relevance of Strategic Management and its Benefits, Strategic Management in India	2 Sessions of 3 Hours

6	Recent Trends in Management: - Social Responsibility of Management – environment friendly management Management of Change Management of Crisis Total Quality Management Stress Management International Management	2 Sessions of 3 Hours
7	Case Studies and Presentations.	2 Sessions of 3 Hours

Reference Text

1. Management – A competency building approach – Heil Reigel / Jackson/ Slocum
2. Principles of Management – Davar
3. Good to Great – Jim Collins
4. Stoner, Freeman & Gulbert: Management (Prentice Hall India)
5. V.S.P. Rao & V. Hari Krishna: Management Text & Cases (Excel Books)
6. Heinz Weirich: Management (Tata McGraw Hill)
7. Certo: Modern Management (Prentice Hall India)
8. Management – Principles, Processes and Practices – Anil Bhat and Arya Kumar – Oxford Publications
9. Management – Theory & Practice – Dr Vandana Jain – International Book House Ltd
10. Principles of Management – Esha Jain – International Book House Ltd
11. Management Today – Principles & Practice – Burton – McGraw Hill Publications

Financial Accounting 100 marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • Introduction to Accounting • Concept and necessity of Accounting • An Overview of Income Statement and Balance Sheet. 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Introduction and Meaning of GAAP • Concepts of Accounting • Impact of Accounting • Concepts on Income Statement and Balance Sheet. 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> • Accounting Mechanics • Process leading to preparation of Trial Balance and Financial Statements • Preparation of Financial Statements with Adjustment Entries. 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> • Revenue Recognition and Measurement • Capital and Revenue Items • Treatment of R & D Expenses • Preproduction Cost • Deferred Revenue Expenditure etc. 	1 Session of 3 Hours
5	<ul style="list-style-type: none"> • Fixed Assets and Depreciation Accounting • Evaluation and Accounting of Inventory. 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Preparation and Complete Understanding of Corporate Financial Statements • 'T' Form and Vertical Form of Financial Statements. 	2 Sessions of 3 Hours
7	<ul style="list-style-type: none"> • Important Accounting Standards. 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • Corporate Financial Reporting – Analysis of Interpretation thereof with reference to Ratio Analysis. Fund Flow, Cash Flow. • Corporate Accounting <p>Accounting of Joint Stock Companies: Overview of Share Capital and Debentures, Accounting for Issue and forfeiture of Shares, Issue of Bonus Share. Issue of Debentures, Financial Statements of Companies: Income Statement and Balance Sheet in Schedule VI. Provisions of the Companies Act: Affecting preparation of Financial Statements, Creative Accounting, Annual Report, Presentation and analysis of Audit reports and Directors report. (Students should be exposed to reading of Annual Reports of Companies both detailed and summarized version).</p>	3 Sessions of 3 Hours Each

9	<ul style="list-style-type: none">• Inflation Accounting & Ethical Issue in Accounting.	1 Session of 3 Hours
10	<ul style="list-style-type: none">• Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference text:

1. Financial Accounting: Text & Case: Deardon & Bhattacharya
2. Financial Accounting for Managers – T.P.Ghosh
3. Financial Accounting – Reporting & Analysis – Stice & Diamond
4. Financial Accounting: R.Narayanaswamy
5. Full Text of Indian Accounting standard – Taxman Publication
6. Financial Accounting for Management – Paresh Shah – Oxford Publications
7. Financial Accounting – Bhushan Kumar Goyal & H.N Tiwari – International Book House Ltd
8. Accounting & Financial Analysis – Dr Santosh Singhal – International Book House Ltd

Organizational behavior 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	Introduction to OB Origin, Nature and Scope of Organisational Behaviour Relevance to Organisational Effectiveness and Contemporary Issues.	1 Session of 3 Hours
2	Personality: Meaning and Determinants of Personality Process of Personality Formation Personality Types Assessment of Personality Traits for Increasing Self Awareness.	1 Session of 3 Hours
3	Perception, Attitude and Value Perceptual Processes, Effect of perception on Individual Decision-Making, Attitude and Behaviour. Sources of Value Effect of Values on Attitudes and Behaviour. Effects of Perception, Attitude and Values on Work Performance.	2 Sessions of 3 Hours Each
4	Motivation Concepts : Motives Theories of Motivation and their Applications for Behavioural Change.	2 Sessions of 3 Hours Each
5	Group Behaviour and Group Dynamics Work groups formal and informal groups and stages of group development. Concepts of Group Dynamics, group conflicts and group decision making. Team Effectiveness : High performing teams, Team Roles, cross functional and self directed teams	2 Sessions of 3 Hours Each
6	Organisational Design: Structure, size, technology Environment of organisation; Organizational Roles: -Concept of roles; role dynamics; role conflicts and stress. Organisational conflicts	2 Sessions of 3 Hours Each
7	Leadership: Concepts and skills of leadership Leadership and managerial roles Leadership styles and effectiveness Contemporary issues in leadership. Power and Politics: sources and Uses of power; politics at workplace Tactics and strategies.	2 Sessions of 3 Hours Each

8	Organisation Development Organisational Change and Culture Environment, Organisational culture and climate Contemporary issues relating to business situations Process of change and Organizational Development	1 Session of 3 Hours
9	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Understanding Organizational Behavior – Udai Pareek
2. Organizational Behavior – Stephen Robbins
3. Organizational Behavior – Fred Luthans
4. Organizational Behavior – L. M. Prasad (Sultan Chand)
5. Organisational Behaviour – Dipak Kumar Bhattacharya – Oxford Publications
6. Organisational Behaviour – Dr Chandra sekhar Dash – International Book House Ltd
7. Organisational Behaviour – Meera Shankar – International Book House Ltd
8. Management & Organisational Behaviour – Laurie Mullins – Pearson Publications

Managerial Economics 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none">• The Meaning, Scope & Methods of Managerial Economics	1 Session of 3 Hours
2	<ul style="list-style-type: none">• Economics Concepts relevant to Business• Demand & Supply • Production, Distribution, Consumption & Consumption Function • Cost, Price, Competition, Monopoly, Profit, • Optimisation, Margin & Average, Elasticity, Macro & Micro Analysis.	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none">• Demand Analysis & Business Forecasting• Market Structures, Factors Influencing Demand• Elasticities & Demand Levels• Demand Analysis for various Products & Situations • Determinants of Demands for Durable & Non-durable Goods Long Run & Short Run Demand • Autonomous Demand Industry and Firm Demand.	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none">• Cost & Production Analysis• Cost Concepts, Short Term and Long Term• Cost Output Relationship• Cost of Multiple Products Economies of Scale• Production Functions• Cost & Profit Forecasting• Breakeven Analysis.	2 Sessions of 3 Hours Each
5	<ul style="list-style-type: none">• Market Analysis• Competition, Kinds of Competitive Situations, Oligopoly and Monopoly,• Measuring Concentration of Economic Power.	1 Session of 3 Hours
6	<ul style="list-style-type: none">• Pricing Decisions Policies & practices• Pricing & Output Decisions under Perfect & Imperfect Competition• Oligopoly & Monopoly, Pricing Methods• Product-line Pricing• Specific Pricing Problem• Price Dissemination• Price Forecasting.	2 Sessions of 3 Hours Each

7	<ul style="list-style-type: none">• Profit Management• Role of Profit in the Economy• Nature & Measurement of Profit, Profit Policies• Policies on Profit Maximisation• Profits & Control• Profit Planning & Control.	1 Session of 3 Hours
8	<ul style="list-style-type: none">• Capital Budgeting• Demand for Capital• Supply of Capital• Capital Rationing• Cost of Capital• Appraising of Profitability of a Project• Risk & Uncertainty• Economics & probability Analysis.	1 Session of 3 Hours
9	<ul style="list-style-type: none">• Macro Economics and Business• Business Cycle & Business Policies• Economic Indication• Forecasting for Business• Input-Output Analysis.	1 Session of 3 Hours
10	<ul style="list-style-type: none">• Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Managerial Economics – Joel Dean
2. Managerial Economics: Concepts & Cases – Mote, Paul & Gupta.
3. Fundamentals of Managerial Economics – James Pappas & Mark Hershey.
4. Managerial Economics – Milton Spencer & Louis Siegleman.
5. Economics - Samuelson
6. Managerial Economics – Suma Damodaran – Oxford Publications
7. Principles of Economics – D.D Chaturvedi & Anand Mittal – International Book House Ltd
8. Managerial Economics – D.D Chaturvedi & S.L Gupta – International Book House Ltd
9. Economics for Business – John Sloman, Mark Sutcliffe – Pearson Publications

Business Communication (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	Introduction to Managerial Communication Understanding the Components of Communication Small Group and Team Communication Business and Professional Communication	3 Sessions of 3 Hours Each
2	Written Analysis and Communication Spoken Business Communication	3 Sessions of 3 Hours Each
3	Cultural Identities and Intercultural Communication Difficult Communication	3 Sessions of 3 Hours Each
4	Intercultural Communication Competence Organizational Communication	2 Sessions of 3 Hours Each
5	Persuasive Communication Barriers to Communication	2 Sessions of 3 Hours Each
6	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Cottrell, S. (2003) The study skills handbook – 2nd Ed Macmillan
2. Payne, E. & Whittaker L. (2000) Developing essential study skills, Financial Times – Prentice Hall
3. Turner, J. (2002) How to study: a short introduction – Sage
4. Northledge, A. (1990) The good study guide The Open University
5. Giles, K. & Hedge, N. (1995) The manager's good study guide The Open University
6. Drew, S. & Bingham, R. (2001) The student skills guide Gower
7. O'Hara, S. (1998) Studying @ university and college Kogan Page
8. Buzan, T. & Buzan, B. (2000) The Mind Map Book BBC Books
9. Svantesson, I. (1998) Learning maps and memory skills, Kogan Page
10. Theosarus – Merrilium – Oxford
11. Sen: Communication Skills (Prentice Hall India)
12. J . V. Vilanilam: More effective Communication(Sage)
13. Mohan: Developing Communication Skills(MacMillan)
14. Business Communication – Hory Sankar Mukherjee – Oxford Publications
15. Business Communication – Sangeeta Magan – International Book House Ltd

Quantitative Methods in Management 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> ❖ Introduction to OR : Concepts, Genesis, Application Potential to Diverse Problems in Business & Industry, Scope and Limitations. ❖ Assignment Problem (AP) – <ul style="list-style-type: none"> ➤ Concepts, Formulation of Model ➤ Hungarian Method of Solution – ➤ Maximisation / Minimisation – ➤ Balanced / Unbalanced – ➤ Prohibited Assignments - Problems. 	2 Sessions of 3 Hours Each
2	<ul style="list-style-type: none"> ❖ Transportation Problem (TP) :- <ul style="list-style-type: none"> ➤ Concepts, Formulation of Model - Solution Procedures for IFS and Optimality Check ➤ Balanced / Unbalanced ➤ Maximization / Minimization ➤ Case of Degeneracy ➤ Prohibited Routing Problems ➤ Post-Optimal Sensitivity Analysis. 	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> ❖ Linear Programming (LP) :- <ul style="list-style-type: none"> ➤ Concepts, Formulation of Models ➤ Diverse Problems – Graphical Explanation of Solution - Maximisation / Minimisation – ❖ Simplex Algorithm – <ul style="list-style-type: none"> ➤ Use of Slack /Surplus / Artificial Variables – ➤ Big M Method/Two-Phase Method – ➤ Interpretation of the Optimal Tableau – ➤ (Unique Optimum, Multiple Optimum, Unboundedness, Infeasibility & Redundancy Problems.) 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> ❖ Linear Programming (LP) :- <ul style="list-style-type: none"> ➤ Duality Principle - Primal /Dual Inter-relation ➤ Post-Optimal Sensitivity Analysis for changes in b-vector, c-vector, Addition/Deletion of Variables/Constraints ➤ Dual Simplex Method - Problems Limitations of LP vis-a-vis - Non-linear Programming Problems. ➤ Brief introduction to Non-LP models and associated problems. 	1 Session of 3 Hours

5	<ul style="list-style-type: none">❖ Network Analysis➤ Minimal Spanning Tree Problem - Shortest Route Problem➤ Maximal Flow in Capacitated Network - Concepts and Solution Algorithm as Applied to Problem➤ Project Planning & Control by use of CPM/PERT Concepts. Definitions of Project➤ Jobs, Events - Arrow Diagrams - Time Analysis and Derivation of the Critical Path –➤ Concepts of Floats (total, free, interfering, independent) - Crashing of a CPM Network - Probability Assessment in PERT Network.	2 Sessions of 3 Hours Each
6	<ul style="list-style-type: none">❖ Queuing (Waiting-line) Models➤ Concepts - Types of Queuing Systems (use of 6 Character Code) - Queues in Series and Parallel –➤ Problems based on the results of following models (M/M/1) Single Channel Queue with Poisson Arrival Rate, and Negative Exponential Service Time, With and Without Limitations of Queue Size (M/G/1)➤ Single Channel with Poisson Arrival Rate, and General Service Time, PK-Formulae.	1 Session of 3 Hours
7	<ul style="list-style-type: none">❖ Inventory Models➤ Types of Inventory Situations➤ Fixed Quantity/Fixed Review Period➤ Costs Involved - Deterministic Probability Models - Economic-Order-Quantity (EOQ) and➤ EBQ for Finite Production Rate - Sensitivity Analysis of EOQ-EOQ Under Price Break -➤ Determination of Safety Stock and Reorder Levels - Static Inventory Model - (Insurance Spares).	1 Session of 3 Hours
8	<ul style="list-style-type: none">❖ Digital Simulation –➤ Concepts - Areas of Application - Random Digits and Methods of Generating Probability Distributions➤ Application to Problems in Queueing, Inventory, New Product, Profitability, Maintenance etc.	1 Session of 3 Hours

9	<ul style="list-style-type: none">❖ Replacement and Maintenance Models :-➤ Replacement of Items Subject to Deterioration and Items Subject Random Total Failure➤ Group vs Individual Replacement Policies.	1 Session of 3 Hours
10	<ul style="list-style-type: none">❖ Game Theory - Concepts - 2 – person➤ N-person games - Zero - sum and Non-zero-sum gamesSolution Procedures to 2-person zero sum games➤ Saddle point Mixed Strategy➤ Sub-games Method for $m \times 2$ or $2 \times n$ games - Graphical Methods	1 Session of 3 Hours
11	<ul style="list-style-type: none">❖ Equivalence of Game Theory and Linear Programming Models➤ Solution of 3x3 Games by LP Simplex including Duality➤ Application for Maximising / Minimising Players' Strategy.	1 Session of 3 Hours

Note: The teaching of the above subject is to be integrated with the most widely available software.

Reference Text

1. Operation Research - Taha
2. Quantitative Techniques in Management – N.D.Vohra
3. Quantitative Techniques in Management – J.K.Sharma
4. Operations Research, Methods & Problems – Sasieni M. & others
5. Principles of Operations Research – N.M. Wagher
6. Operation Research – V.K.Kapoor
7. C. R. Kothari: Introduction to Operations Research (Vikas)
8. Gupta & Khanna: Quantitative Techniques for decision making (Prentice Hall India)

SEMESTER - II

Production management (15 sessions of 3 hours each) Sem II

SL.No	Particulars	Sessions
1	The Production Function-nature and scope, interface with other functional areas like Marketing, Finance, Personnel, Materials.	1 Session of 3 Hours
2	Types of Production Systems -Job, Batch and Flow Systems, Assembly lines. Process Plants, Intermittent and Continuous Production.	1 Session of 3 Hours
3	Elementary knowledge of Manufacturing processes - Assembling, Fabrication, Forming and Heat Treatment, Welding, Machining and similar Processes.	1 Session of 3 Hours
4	Plant Layouts - Objectives, Symptoms of poor layouts, types of layouts - functional, line and static product layouts, group layouts, factors influencing layouts, techniques of optimising layouts.	1 Session of 3 Hours
5	Material Handling-objectives, principles and methods of efficient handling, introduction to material handling equipment.	1 Session of 3 Hours
6	Problems of Location - types of locational decisions and factors affecting location, location of manufacturing and service units, location of distribution and retail units, location of procurement centres.	1 Session of 3 Hours
7	Inventory Management - types of inventory management systems, detailed mathematical treatment of EOQ and MRP Systems, Selective inventory control – techniques like ABCJ analysis, HML analysis, FSN analysis, SDE analysis etc, make & buy decision.	1 Session of 3 Hours
8	Scheduling - objectives, elements of scheduling, master scheduling, priority planning, facility loading, sequencing problem of scheduling.	1 Session of 3 Hours
9	Network Analysis - Activity Analysis, Network Diagramming, PERT, CPM, Estimation of schedule statistics, earliest and latest start and Finishing times, floats. Cost crashing. Estimation of probability of completion of project in a given time, applications in industry.	1 Session of 3 Hours

10	Break Even Point Analysis -concept of break – even point, utility of BEP analysis in short and long term decision.	1 Session of 3 Hours
11	Reliability, Maintenance and Plant Services - objectives, types of Maintenance Breakdown and preventive maintenance, introduction to estimation of system reliability, Fault tree analysis.	1 Session of 3 Hours
12	Quality Control-Total Quality Control, what is quality, inspection, quality control, introduction to control charts & types of control charts - mean, range, proportion defective (P) and charts.	1 Session of 3 Hours
13	Emerging Trends - Just-In-Time Manufacturing, Robotics, CAD/CAM/CIM & Concepts of productivity - introduction to productivity techniques, Value Analysis, Value Engineering	1 Session of 3 Hours
14	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference text

1. Production & Operations Management -S. N. Chary
2. Production & Operations Management -James. B. Dilworth
3. Modern Production Management -By E. S. BUFFA
4. Production and Operations Management -By Norman Gaither
5. Theory and problem in Production and operations Management -By S. N. Chary
6. Production and operation Management - By Chunawalla Patel
7. Production & operation Management – Kanishka Bedi – Oxford
8. Production & operation Management – R.C. Manocha
9. Production & operation Management – Muhlemann
10. Production & Operations Management – Kanishka Bedi – Oxford Publications

Business Research Methods 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Relevance & Scope of Research in Management and steps involved in the Research Process	1 Session of 3 Hours
2	Identification of Research Problem and Defining MR problems	1 Session of 3 Hours
3	Research Design	1 Session of 3 Hours
4	Data – Collection Methodology Primary Data – Collection Methods Measurement Techniques Characteristics of Measurement Techniques – Reliability, Validity etc. Secondary Data Collection Methods Library Research References Bibliography, Abstracts, etc.	2 Sessions of 3 Hours Each
5	Primary and Secondary data sources Data collection instruments including in-depth interviews, projective techniques and focus groups	2 Sessions of 3 Hours
6	Data management plan – Sampling & measurement	1 Session of 3 Hours
7	Data analysis – Tabulation, SPSS applications data base, testing for association	1 Session of 3 Hours
8	Analysis Techniques Qualitative & Quantitative Analysis Techniques Techniques of Testing Hypothesis – Chi-square, T-test Correlation & Regression Analysis Analysis of Variance, etc. – Making Choice of an Appropriate Analysis Technique.	3 Sessions of 3 Hours Each
9	Research Report Writing and computer Aided Research Methodology – use of SPSS packages	1 Session of 3 Hours
10	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Business Research Methods – Cooper Schindler
2. Research Methodology Methods & Techniques – C.R.Kothari
3. D. K. Bhattacharya: Research Methodology (Excel)
4. P. C. Tripathy: A text book of Research Methodology in Social Science(Sultan Chand)
5. Saunder: Research Methods for business students (Pearson)
6. Marketing Research –Hair, Bush, Ortinau (2nd edition Tata McGraw Hill)
7. Marketing Research Text & Cases – (Wrenn, Stevens, Loudon Jaico publication)
8. Marketing Research Essentials – McDaniels & Gates (3rd edition SW College publications)
9. Marketing Research – Aaker, Kumar, Day (7th edition John Wiley & Sons)
10. Business Research Methods – Alan Bryman & Emma Bell – Oxford Publications
11. Business Research Methods – Naval Bajpai – Pearson Publications
12. Research Methodology – S.L Gupta & Hitesh Gupta – International Book House Ltd

Marketing Management 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Introduction to marketing concept, its relevance in India, marketing mix, marketing structures and systems.	1 Session of 3 Hours
2	Environmental scanning and market opportunity analysis.	1 Session of 3 Hours
3	Buyer Behaviour -household and institutional/organisational.	1 Session of 3 Hours
4	Market segment and segmental analysis.	1 Session of 3 Hours
5	Market estimation - Market potential, demand forecasting and sales forecasting.	1 Session of 3 Hours
6	Marketing Information Systems, Marketing Research, Market Planning.	1 Session of 3 Hours
7	Product mix decisions - product identification, product life cycle, branding and packaging.	1 Session of 3 Hours
8	New product development and management. Pricing policies, structures and methods.	1 Session of 3 Hours
9	Concepts of regulated prices in selected industries.	1 Session of 3 Hours
10	Promotion decision - Communication process, promotion mix, promotion strategies with reference to consumer and industrial products.	1 Session of 3 Hours
11	Advertising and personnel selling decision.	1 Session of 3 Hours
12	Distribution Management - importance of distribution in developing country. Role of middle man, identification, selection and managing dealers. Distribution Channels Management - Physical distribution.	1 Session of 3 Hours
13	Performance and control - Marketing Audit.	1 Session of 3 Hours
14	Case Studies and Presentations	2 Sessions of 3 Hours of Each

Reference Text

1. Marketing Management - Kotler, Keller, Koshy & Jha – 14th edition,
2. Basic Marketing, 13th edition, Perrault and McCarthy
3. Marketing management – Indian context Dr. Rajan Saxena
4. Marketing Management – Ramaswamy & Namkumari
5. R. L. Varshney & S.L. Gupta: Marketing Management An Indian Perspective (Sultan Chand)
6. Adrich Palmer: Introduction to Marketing (Oxford)
7. Marketing – Asian Edition – Paul Baines, Chris Fill, Kelly Page and Piyush K. Sinha – Oxford Publications
8. Marketing Management – Tejashree Patankar – International Book House Ltd
9. Marketing Management – Rajendra P Maheshwari & Lokesh Jindal – International Book House Ltd

Legal Aspects of Business 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Basic Concepts of Law (Definition of Law, Classification, Writs U/Article 226 & 32), Jurisdiction of Courts (Civil & Criminal prevailing within Mumbai) – Basics of Evidence (Oral, documentary, burden of proof, Examination – in – Chief, Cross Examination, re – examination) – Principles of Natural Justice (Audi Alterem Partem, Rule Against Bias, Speaking Order)	1 Session of 3 Hours
2	Indian Contract Act 1872 – Principles of Contract, sections – 2 – 30, 56, quasi – contracts, damages s/73 – 74. Special contracts (Indemnity, Guarantee, bailment, pledge, agency)	4 Sessions of 3 Hours Each
3	Indian Companies Act 2013 – Salient Features of the New Act	3 Sessions of 3 Hours Each
4	Competition Act – 2002 – Definition & S/3. S/4 and S/5	2 Sessions of 3Hours
5	Negotiable Instruments Act 1881, Concept of N.I (Promissory Note, Bill of Exchange & Cheque), Negotiation & dishonor of cheque U/S 138	3 Session of 3 Hours Each
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

Bare Acts
Legal Aspects of Business – David Albuquerque (Oxford University Press)
Business Law – N.D.Kapoor
Business Law – Bulchandani
Company Law – Avtar Singh
Income Tax – Dr. Singhania
Indirect Taxes – V.S.Datey
S. S. Gulshan: Mercantile Law (Excel Books)
A. K. Majumdar & G.K. Kapoor: Students guide to Company Law(Taxmann)
S. K. Tuteja: Business Law for Managers (Sultan Chand)

Cost & Management Accounting 100 Marks (15 Sessions of 3 Hours Each)
Sem II

SL.No	Particulars	Sessions
1	<p>Introduction</p> <p>Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost - Materials, Labour and overheads and their Allocation and Apportionment, preparation of Cost Sheet, Methods of Costing</p>	1 Session of 3 Hours
2	<ul style="list-style-type: none"> Preparation of cost sheet 	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> Methods of costing – with special reference to job costing, process costing, services costing 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> Distinction & relationship among Financial Accounting, Cost accounting & Management Accounting 	1 Session of 3Hours
5	<p>Marginal Costing</p> <p>Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc. Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying.</p>	3 Sessions of 3 Hours Each
6	<p>Budgeting</p> <p>Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control. Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.</p>	2 Sessions of 3 Hours Each
7	<p>Responsibility Accounting and Transfer Pricing</p> <p>Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Transfer Pricing: concept, types & importance. Neo Concepts for Decision Making: Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each.</p>	2 Sessions of 3 Hours Each
8	<ul style="list-style-type: none"> Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text:

1. Management Accounting for profit control – Keller & Ferrara
2. Cost Accounting for Managerial Emphasis – Horngreen
3. T. P. Ghosh: Financial Accounting for managers(Taxmann).
4. Management Accounting – Paresh Shah – Oxford Publications
5. Cost Accounting – Dr N.K Gupta & Rajiv Goel – International Book House Ltd
6. Cost Accounting – A Managerial Emphasis – Charles T Horngren – Pearson Publications
7. Management Accounting – Debarshi Bhattacharya – Pearson Publications

Human Resources Management 100 Marks (15 Sessions of 3 Hours Each)
Sem II

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none">❖ Human Resource Management –➤ Its Scope, Relationship with other Social Sciences -➤ Approaches to Human Resource Management / Inter-Disciplinary Approach	1 Session of 3 Hours
2	<ul style="list-style-type: none">❖ Organization of Personnel Functions –➤ Personnel Department, Its Organization, Policies, Responsibilities and Place in the Organization.	1 Session of 3Hours
3	<ul style="list-style-type: none">➤ Manpower Planning➤ Job Analysis➤ Job Description➤ Scientific Recruitment and➤ Selection Methods.	2 Sessions of 3 Hours
4	<ul style="list-style-type: none">❖ Motivating Employees –➤ Motivational Strategies➤ Incentives Schemes➤ Job-enrichment, Empowerment - Job-Satisfaction➤ Morale➤ Personnel Turnover.	2 Sessions of 3 Hours
5	<ul style="list-style-type: none">❖ Performance Appraisal Systems➤ MBO Approach➤ Performance Counselling➤ Career Planning.	2 Sessions of 3 Hours Each
6	<ul style="list-style-type: none">❖ Training & Development –➤ Identification of Training Needs➤ Training Methods➤ Management Development Programmes.	1 Session of 3 Hours

7	<ul style="list-style-type: none">❖ Organisation Development –➤ Organisation Structures➤ Re-engineering, Multi-Skilling➤ BPR.	1 Session of 3 Hours
8	<ul style="list-style-type: none">❖ Management of Organizational Change.	1 Session of 3 Hours
9	<ul style="list-style-type: none">❖ HRD Strategies for Long Term Planning & Growth. Productivity and Human Resource Management	2 Sessions of 3 Hours Each
10	<ul style="list-style-type: none">❖ Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Human Resource Management – P.Subba Rao
2. Personnel Management – C.B. Mammoria
3. Dessler: Human Resource Management(Prentice Hall India)
4. Personnel/Human Resource Management: DeCenzo & Robbins (Prentice Hall India)
5. D. K. Bhattacharya: Human Resource Management (Excel)
6. VSP Rao – Human Resource Management(Excel)
7. Gomez: Managing Human Resource (Prentice Hall India)
8. Human Resource Management – Dr P Jyothi and Dr D.N Venkatesh – Oxford Publications

SEMESTER – III

International Business - 15 Sessions of 3 Hours University Assessment 100
Marks Sem III

SL. No.	Particulars	No. of Sessions
01	Introduction to International Business a) Objective, Scope, Importance and Current Trends b) Domestic Business v/s International Business c) Reasons For International Business – For Corporates and Country d) Modes of Entry and Operation	2 Sessions of 3 Hours
02	PEST Factors and Impact on International Business a) Risk Analysis b) Decisions to overcome or managing risks – a live current case	1 Session of 3 Hours
03	Investment Management in International Business a) Foreign Direct Investment b) Offshore Banking c) Foreign Exchange Dealings and numericals in business d) Resource Mobilization through portfolio/GDR/ADR e) Other options of funding in ventures and case discussions	1 Session of 3 Hours
04	Multinational Corporations a) Structure, system and operation b) Advantages and Disadvantages – Case discussion c) Current Opportunities of Indian MNCs and Case discussion d) Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances.	1 Session of 3 Hours
05	Globalization a) Concept and Practice b) Role of Global Organisation and Global Managers c) Stages of building Global companies and competitiveness d) Global competitive advantages of India - Sectors and Industries – Case study	2 Sessions of 3 Hours
06	International Organisations and their role in international business a) WTO b) World Bank c) ADB d) IMF and others Case study	1 Session of 3 Hours
07	Regional Trade Agreements and Free Trade Agreements (RTA and FTA) a) NAFTA b) EC c) ASEAN d) COMESA e) LAC	1 Session of 3 Hours

	f) Others – Case Study	
08	Trade Theories and relevance in International Business a) Absolute advantage b) Comparative advantage c) Competitive advantages d) Purchasing power points e) PLC theory f) Others – Case study	1 Session of 3 Hours
09	International Logistics and Supply Chain a) Concepts and Practice b) Components of logistics and impact on trade c) Others – Case Study	1 Session of 3 Hours
10	International HR Strategies a) Unique Characteristics of Global HR b) HR – Challenges c) Ethical Issues d) Regulator, Aspects of HR e) Others - Case Study	1 Session of 3 Hours
11	Emerging Developments and Other Issues: Growing concern for ecology; Counter trade; IT and international business.	1 Session of 3 Hours
12	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

1. International Business – Daniels and Radebough
2. International Business – Sundaram and Black
3. International Business – Roebuck and Simon
4. International Business – Charles Hill
5. International Business – Subba Rao
6. International Business – Alan Sitkin & Nick Bowen – Oxford Publications
7. International Business: - Concept, Environment & Strategy – Vyuptakesh Sharan – Pearson Publications

Management Information Systems University Assessment 100 marks (15 Sessions of 3 Hours Each) Sem III

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none">❖ Basic Information Concepts and Definitions❖ Need for Information and Information Systems (IS) in an organization❖ Characteristics of Information and Organisation with respect to organization form, structure , philosophy, hierarchy etc	1 Session of 3 Hours
2	<ul style="list-style-type: none">❖ Types of IS – Transaction❖ Operational Control❖ Management Control❖ Decision Support❖ Executive Information Systems	1 Session of 3 Hours
3	<ul style="list-style-type: none">❖ Determining Information Needs for an Organisation/Individual Manager❖ Overview of use of data flow method, analysis of information for decision processes etc.	1 Session of 3 Hours
4	<ul style="list-style-type: none">❖ Strategic use of Information and IS – Use of Information for Customer Bonding❖ For Knowledge Management❖ For innovation,❖ For Managing Business Risks❖ For Creating a new business models and new business reality.	2 Sessions of 3 Hours Each
5	<ul style="list-style-type: none">❖ Information Security –❖ Sensitize students to the need for information security❖ Concepts such as confidentiality, Integrity and Availability. Types of threats and risk, overview of some of the manual, procedural and automated controls in real life IT environments.	2 Sessions of 3 Hours Each
6	<ul style="list-style-type: none">❖ Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

1. MIS a Conceptual Framework by Davis and Olson
2. Analysis and Design of Information Systems by James Senn
3. Case Studies : Case on ABC Industrial Gases – Author : Prof Pradeep Pendse
Mrs Fields Cookies – Harvard Case Study
Select Business Cases identified by each Group of Students for work thru the entire subject
- 2-3 Cases on Requirements Management – Author : Prof Pradeep Pendse
4. O'brien: MIS (TMH)
5. Ashok Arora & Bhatia: Management Information Systems (Excel)
6. Jessup & Valacich: Information Systems Today (Prentice Hall India)
7. L. M. Prasad : Management Information Systems (Sultan Chand)
8. Management Information Systems – Girdhar Joshi – Oxford Publications
9. Management Information Systems – M.Jaiswal & M.Mittal – Oxford Publications
10. Management Information Systems – Hitesh Gupta – International Book House Ltd
11. Management Information Systems – Dr Sahil Raj – Pearson Publications

Financial Management University Assessment 100 marks (15 Sessions of 3 Hours Each) Sem III

SL.No	Particulars	Sessions
1	Objective of Financial Management Financial Performance Appraisal using Ratio Analysis, Funds Flow Analysis & Cash Flow Analysis	2 Sessions of 3 Hours Each
2	Sources of Finance - Short Term/Long Term, Domestic / Foreign, Equity/Borrowings/Mixed etc. Cost of Capital & Capital - Structure Planning, Capital Budgeting & Investment Decision Analysis (using Time Value	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> ➤ Working Capital Management - Estimation & Financing, Inventory Management, Receivable Management, Cash Management ➤ Divided Policy / Bonus - Theory & Practice 	2 Sessions of 3 Hours Each
4	Investment (Project) identification, feasibility analysis with sensitivities, constraints and long term cash flow projection. Financing Options - structuring & evaluation off-shore/ on-shore Instruments, multiple option bonds, risk analysis, financial engineering, leasing, hire purchase, foreign direct investment, private placement, issue of convertible bonds etc.	2 Sessions of 3 Hours Each
5	Financial Benchmarking -- concept of shareholder value maximization, interest rate structuring, bond valuations Banking - consortium banking for working capital management, credit appraisal by banks, periodic reporting, enhancement of credit limits, bank guarantees, trade finance, receivable financing, documentary credit, routing of documents through banks, correspondent banking, sales and realisation with foreign country clients, process of invoicing, rail products, high value capital equipment, periodic invoicing for large value infrastructure projects, Escrow accounts	3 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ➤ Valuation of projects and investment opportunities - due diligence procedures ➤ Credit Rating of Countries/ State / Investment & Instruments ➤ Joint Venture formulations - FIPS / RBI ➤ Infrastructure financing ➤ Issues & considerations, financial feasibility, pricing & earning model 	2 Sessions of 3 Hours Each
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

1. Financial Management - Brigham
2. Financial Management - Khan & Jain
3. Financial Management - Prasanna Chandra
4. Financial Management - Maheshwari
5. Financial Management – S.C.Pandey
6. Van Horne & Wachowiz: Fundamentals of Financial Management (Prentice Hall India)
7. Sharan: Fundamentals of Financial Management (Pearson)
8. Financial Management – Rajiv Srivastava & Anil Misra – Oxford Publications
9. Financial Management – Chandra Hariharan Iyer – International Book House Ltd
10. Fundamentals of Financial Management – Sheeba Kapil – Pearson Publications

Taxation 100 Marks (15 Sessions of 3 Hours Each) Sem III

SL.No	Particulars	Sessions
1	The structured and scope of Indian Income-tax Act-Concepts and definitions under the Act	2 Sessions of 3 Hours Each
2	Agricultural Income, Assesses, Assessment Year, Income, Capital and Revenue Expenditure, Previous Year, Person, Residence, Company, Dividend, Total Income.	3 Sessions of 3 Hours Each
3	Heads of Income: Salaries, Interests on Securities, Income from House Property, Profit and Gain of Business or Professions, Capital Gains, and Income from other Sources.	3 Sessions of 3 Hours Each
4	Rebates and Reliefs-Treatments of losses-Computation of Total Income and Determination of Tax Liability-Companies (Profit) Sur-tax Act.	2 Sessions of 3 Hours Each
5	Central Excise Act 1944, Principles of Liability for payment of Excise duty/CENVAT	1 Session of 3 Hours Each
6	Service Tax – General Review of Service Tax Liability	1 Session of 3 Hours Each
7	Central Sales Tax and Maharashtra VAT Act	1 Session of 3 Hours Each
8	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

Direct Taxes – Taxmann
Indirect Taxes - Taxmann
Direct Taxes & Indirect Taxes - Ainapure & Ainapure
Service Tax & Value Added Tax – Arvind Dubey
V Balachandran – Indirect Taxes
Dr H.C Malhotra & Dr S.P Goyal – Direct Taxes

Creativity & Innovation Management 100 marks (15 Sessions of 3 Hours Each) Sem III

SL.No	Particulars	Sessions
1	Introduction to Creativity and Innovation Nature of Creativity: Person, Process, Product and Environment Nature of Innovation: Making the Idea a Reality	2 Sessions of 3 Hours Each
2	Need for Creativity and Innovation in Organizations Role of Creativity and Innovation in the Organisation Dynamics that underlie Creative Thinking	3 Sessions of 3 Hours Each
3	Creative insight: Why do good ideas come to us and when they do? Idea evaluation: What to do with generated ideas? Creativity in Teams	2 Sessions of 3 Hours Each
4	Developing and Contributing to a Creative-Innovation Team Managing for Creativity and Innovation Tools and Techniques in Creativity	2 Sessions of 3 Hours Each
5	Evolving a Culture of Creativity and Innovation in Organizations Creativity in the Workplace Creativity and Change Leadership	2 Sessions of 3 Hours Each
6	Researching/Assessing Creativity Global Perspectives on Creativity	2 Sessions of 3 Hours Each
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

Innovation Management – Allan Afuah – Oxford Publications

Managing & Shaping Innovation – Steve Conway & Fred Steward – Oxford Publications

SEMESTER – IV

Financial Markets, Products & Institutions 100 marks (15 Sessions of 3 Hours Each) Sem IV

SL.No	Particulars	Sessions
1	Financial Markets Primary and Secondary Market OTC and Exchange markets Financial Securities Market Operations Financial market activities - Speculation, Hedging and Arbitrage	2 Sessions of 3 Hours Each
2	Financial Institutions Stock and Other Exchanges Clearing House Mechanisms and Clearing Corporations Commercial Banks and Investment Banks Broking Houses PMS, Hedge Funds Mutual Funds and Insurance Firms Other types of Financial Institutions	2 Sessions of 3 Hours Each
3	Financial Instruments Equity Debt Derivatives - Forwards, Futures and Options Equity and Equity Index derivatives Fixed-Income and Interest Rate Derivatives Currency Derivatives Commodity Derivatives Swaps and Swap options Mortgages and MBS	2 Sessions of 3 Hours Each
4	Fixed Income Instruments Time Value of Money Bond Characteristics Bond Types - Sovereign, Municipal, Agency, Corporate, etc. Coupon Types - Zero Coupon, Fixed Rate Coupon, Floating Rate Coupon Risk-free Rate of Interest Term Structure of Interest Rates Yield to Maturity (YTM) Bond Pricing Using Yield-to-Maturity (YTM) Estimation of YTM from market data Spot Rates / Zero Coupon Yield (ZCY) Bond Pricing using ZCYC curve Bootstrapping ZCYC from YTM Forward Rates Yield Curve construction using methods like: bootstrapping, linear interpolation, polynomial interpolations. Pricing Floaters and Inverse Floaters	5 Sessions of 3 Hours Each

	Fixed Income & Money Market returns : Coupon Rate, Current Yield, Yield-To-Maturity, Discount Yield, Money Market Yield, Par Yield, Bond-equivalent Yield, Yield-To-Call/Yield-To-Put Price Yield Relationship	
5	Fixed Income Risk Measures Bond Duration, Modified Duration Bond Convexity Price Value of Basis Point (PVBP)	2 Sessions of 3 Hours Each
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

1. Financial Markets and Institutions by Anthony Saunders- Tata McGraw Hill Publication
2. SEBI Guidelines (available on net) on Mutual funds.
3. Handouts / Soft copies ('Excel bond') on some topics like Bond Mathematics, Portfolio Management, Evaluation of Mutual Fund performance etc will be given.
4. Financial Institutions & Markets – Meir Kohn – Oxford Publications
5. Indian Financial System – Dr S.C Bihari – International Book House Ltd
6. Financial Markets & Institutions – Fredric S Mishkin, Stanley G Eakins – Pearson Publications

Corporate Law 15 Sessions of 3 Hours 100 Marks Sem IV

SL.No	Particulars	Sessions
1	Definition of Securities U/Securities Contract Regulation Act 1956. -SEBI Act 1992 -Depositories Act 1996 SEBI (Issue of Capital & Disclosure Requirement Regulations 2009) -SEBI Mutual Fund Regulations -SEBI Insider Trading Regulations -SEBI Takeover Code 2011	3 Sessions of 3 Hours
2	FEMA 1999 – Salient Features – Capital Account & Current Account Transactions	2 Sessions of 3 Hours Each
3	DRT Act 1993 – R/W Securitisation Act 2002	2 Sessions of 3 Hours Each
4	Prevention of Money Laundering Act	2 Sessions of 3 Hours
5	Law relating to NBFC (S/45 (I) of RBI Act 1934)	2 Sessions of 3 Hours Each
6	Recovery of Money inclusive of Concept under limitations Act 1963	2 Sessions of 3 Hours Each
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Books: -

Banking Regulation Act (Commentary) – Seth, P.R Kulkarni, Justice A.B Srivastava
Banker’s Manual – Modern Law Publications
Guide to FEMA with Ready Reckoner and RBI Circulars – T.R Ramamurthy
RBI Act – Private Publication
Guide to Prevention of Money Laundering Act with Rules and Notifications – Ritika Garg and Bharat Agarwal
SEBI Manual Taxmann
FEMA Manual Khilnani – Snowwhite Publishers
NBFC – Taxmann
Corporate Laws by Dr Anil Kumar – International Book House Ltd

Security Analysis and Portfolio Management 15 Sessions of 3 Hours 100
Marks Sem IV

SL.No	Particulars	Sessions
1	<p>Risk And Return</p> <p>Risk and return in each asset class - equity, fixed income, MF etc.</p> <ul style="list-style-type: none">· Simple determination of stock market price using time value of money - simple one period and multi period case.· Return on common stock under uncertainty, for a single stock Expected Return, Variance of Return, Concept of probability Distribution of Returns.· Co-movement of two Assets returns, Measuring of Covariance definition and Simple Numerical Example, Correlation Coefficient· Two asset portfolio case, expected return and variance of returns of a Two asset Portfolio Simple Numerical Example and Graphical Illustration· Diversification of Risk, Systematic and Unsystematic risk	2 Sessions of 3 Hours
2	<p>MODERN PORTFOLIO THEORY</p> <ul style="list-style-type: none">· General N-asset Portfolio Problem, Markets Model: Objectives Function and Constraints, Meaning of Efficient Frontier / Set, Concept of CML (Capital Market Line), Concept of Market Portfolio, Risk Free rate, Borrowing and Lending rates.	2 Sessions of 3 Hours
3	<p>SHARP'S SINGLE INDEX OR MARKET MODEL:</p> <ul style="list-style-type: none">· How Asset Returns move with the market.· Slope of security Market Line (SML)· Properties of any asset on the line.· Assumptions and some empirical evidence of CAPM· Arbitrage pricing theory - Introduction	2 Sessions of 3 Hours

4	CAPITAL ASSET PRICING MODEL: <ul style="list-style-type: none">· Statement of CAPM.· Slope of security Market Line (SML)· Properties of any asset on the line.· Assumptions and some empirical evidence of CAPM· Arbitrage pricing theory – Introduction	2 Sessions of 3 Hours
5	EFFICIENT MARKET HYPOTHESIS (EMH) : <ul style="list-style-type: none">· Random walk theory· Weak, Semi-Strong and Strong form· Empirical Evidence of EMH· Anomalies in the markets: Firm Size Effect, January Effect, Monday Effect.	2 Sessions of 3 Hours
6	<p>Hedging, speculation and managing risk - return balance</p> <p>Effect of taxation on investment decision, permissible deductions, exemptions, tax free investments, tax lots and loss harvesting</p> <p>Asset allocation basics - as per IPS, tolerance definitions, substitution rules</p> <p>Weighted average cost of capital, portfolio beta and risk premium</p> <p>Using fundamental analysis for security selection and technical analysis for timing of orders</p> <p>Investor behaviour analysis - cyclic nature, need induced decisions, tax dependencies, risk and return expectations, modeling using intelligence derived from behavioural analysis</p>	2 Sessions of 3 Hours
7	PORTFOLIO PERFORMANCE MEASURES <ul style="list-style-type: none">· Sharp Index· Treynor Index· Jensen's Measure· Empirical Test of Mutual Fund Performance & EMH	1 Session of 3 Hours
8	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text:

1. Security Analysis and Portfolio Management (6th Edn.) By Donald Fischer and Ronald Jordan, Prentice Hall of India (1995)
2. Securities Analysis and Portfolio Management , Prasanna Chandra, Tata McGraw Hill (2002)

Capital Markets 100 marks (15 Sessions of 3 Hours Each) Sem IV

SL.No	Particulars	Sessions
1	Functioning of a security exchange, auction, quote driven, hybrid, central counterparty and assurance of safe settlement Securities process flow - order placement, matching, confirmation, T-T+1-T+2 activities	2 Sessions of 3 Hours Each
2	Front - middle and back office responsibilities to ensure settlement, trade failure and correction mechanisms Pre and post trade compliance, alerts, warnings, overrides, approval workflows, investor-institutional-regulatory compliance requirements, breach reporting, substitution	3 Sessions of 3 Hours Each
3	Post trade messaging - SWIFT format, investment manager and broker functions, straight through processing service providers Securities lending borrowing, automation in this process, effect of corporate action, settlement of borrowing transactions, commissions and charges	3 Sessions of 3 Hours Each
4	Reconciliation requirements, cash and securities exception processing Clearing, member functions and responsibilities	3 Sessions of 3 Hours Each
5	Settlement - custodian, back office and broker responsibilities, cash settled transactions, physically settled transaction process flow Comparison of processes followed in US, UK and Asia	2 Sessions of 3 Hours Each
6	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

Capital Markets – Dr S Gurusamy – McGraw Hill Education

Capital Markets Institutions and Instruments – Frank J. Fabozzi, Franco Modigliani, Pearson Education

Entities in Financial Services World and Role of a Finance Executive 100 marks (15 Sessions of 3 Hours Each) Sem IV

SL.No	Particulars	Sessions
1	Buy side and sell side companies, their functions and inter dependencies Investment advisors - regulation, qualification requirements, exams, registration requirements Interaction with an Investment Advisor	2 Sessions of 3 Hours Each
2	Brokers and dealers - regulatory supervision by SEBI, exchange supervision, reporting, commission and charges, infrastructure requirements, exams and qualifications Interaction with a Broker Dealer	2 Sessions of 3 Hours Each
3	Depository - maintenance of securities accounts, role of depository participants, connectivity with clearing members and custodians Interaction with a depository official Exchange and clearing corporation - order matching mechanisms, settlement processes, responsibilities and regulatory supervision	3 Sessions of 3 Hours Each
4	Interaction with an official from Exchange Custodian - securities safe keeping, reconciliation, settlement assurance, corporate action processing Interaction with a Custodian Reference data providers - information vending, charges and responsibilities	3 Sessions of 3 Hours Each
5	Role of a Finance Executive Treasury manager Wealth Manager Business Analyst in an IT Firm Risk and Compliance Manager	3 Sessions of 3 Hours Each
6	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

Financial Institutions & Markets – Meir Kohn – Oxford Publications

Indian Financial System – Dr S.C Bihari – International Book House Ltd

Financial Markets & Institutions – Fredric S Mishkin, Stanley G Eakins – Pearson
Publications

Financial Markets and Institutions by Anthony Saunders- Tata McGraw Hill Publication

Capital Markets – Dr S Gurusamy – McGraw Hill Education

Capital Markets Institutions and Instruments – Frank J. Fabozzi, Franco Modigliani, Pearson
Education

SEMESTER V

Behavioural Finance 100 marks (15 Sessions of 3 Hours Each) Sem V

SL.No	Particulars	Sessions
1	Investment Decision Cycle: Judgment under Uncertainty :Cognitive information perception - Peculiarities (biases) of quantitative and numerical information perception - Weber law -Subjective probability – Representativeness – Anchoring- Asymmetric perception of gains and losses framing and other behavioral effects - Exponential discounting - Human economic behavior - Discount factors for short and long horizons - Experimental measurement of the discount factor - Hyperbolic discounting.	2 Sessions of 3 Hours Each
2	Utility/ Preference Functions: Expected Utility Theory [EUT] and Rational Thought: Decision making under risk and uncertainty - Expected utility as a basis for decision-making – Theories based on Expected Utility Concept - Decision-making in historical prospective - Allais and Elsberg’s Paradoxes - Rationality from an economics and evolutionary prospective – Herbert Simon and bounded rationality- Investor rationality and market efficiency - Empirical data that questions market efficiency.	2 Sessions of 3 Hours Each
3	Behavioral Factors and Financial Markets: The Efficient Markets Hypothesis – Fundamental Information and Financial Markets - Information available for Market Participants and Market Efficiency -Market Predictability –The Concept of limits of Arbitrage Model - Asset management and behavioral factors - Active Portfolio Management: return statistics and sources of systematic underperformance. - Fundamental Information, Technical Analysis, and Behavioral Factors.	2 Sessions of 3 Hours Each
4	External Factors and Investor Behavior: Weather, Emotions, and Financial Markets: Sunshine, Geomagnetic Activity - Mechanisms of the External Factor influence on risk perception and attitudes - Connection to human psychophysiology and emotional regulation - Misattribution as a mechanism for externals factors influence - Statistical methodology for capturing the effects of external influence onto stock market returns - Emotional content of news articles and their correlation with market dynamics - Social trends and market dynamics: music, fashion, demographics - Active portfolio management – the source of the systematic underperformance. Fundamental information and technical analysis – the case for psychological influence.	2 Sessions of 3 Hours Each

SL.No	Particulars	Sessions
5	<p>External Factors and Investor Behavior: Weather, Emotions, and Financial Markets: Sunshine, Geomagnetic Activity - Mechanisms of the External Factor influence on risk perception and attitudes - Connection to human psychophysiology and emotional regulation - Misattribution as a mechanism for externals factors influence - Statistical methodology for capturing the effects of external influence onto stock market returns - Emotional content of news articles and their correlation with market dynamics - Social trends and market dynamics: music, fashion, demographics - Active portfolio management – the source of the systematic underperformance. Fundamental information and technical analysis – the case for psychological influence.</p>	<p>2 Sessions of 3 Hours Each</p>
6	<p>Behavioral Corporate Finance: Behavioral factors and Corporate Decisions on Capital Structure and Dividend Policy - Capital Structure dependence on Market Timing - Timing of Good and Bad Corporate News Announcement - Mergers and Acquisitions and the Winner’s Curse - M&A waves and market timing - IPO under pricing - Systematic excessive optimism and Over confidence in managers’ decisions. Company Name and its Market value - Sunk costs and mental accounting. Evolutionary explanations for behavioral effects - Evidence from behavioral game theory - Systematic approach to using behavioral factors in corporate decision-making.</p>	<p>2 Sessions of 3 Hours Each</p>
7	<p>Emotions and Decision – Making: Experimental measurement of risk-related - Measuring Risk - Emotional mechanisms in modulating risk-taking attitude - Neurophysiology of risk-taking. Personality traits and risk attitudes in different domains - Evolutionary prospective and emotions. Proximal and ultimate mechanisms framework – Making decisions with “play” and real money - Modulating altruistic behavior by utilizing the essentials of the specific proximal mechanisms - Emotions and rationality - Antonio Damasio and somatic markers</p>	<p>1 Session of 3 Hours Each</p>
8	<p>Case Studies and Presentations</p>	<p>2 Sessions of 3 Hours Each</p>

Reference Books

- Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves.
- Understanding Behavioral Finance by Ackert
- The Psychology of Investing by John R. Nofsinger, Pearson Prentice Hall, (4th Edition)
- What Investors Really Want - Learn the lessons of behavioral Finance, Meir Statman, McGraw-Hill
- Handbook of Behavioral Finance – Brian R. Bruce
- Behavioral finance - Wiley Finance - Joachim Goldberg, Rüdiger von Nitzsch

- Plous, Scott, 1993, The Psychology of Judgment and Decision Making, Ch 10-15
- Shleifer, Andrei, 2000, Are Financial Markets Efficient?, Chapter 1 in Inefficient Markets, Oxford University Press.
- Ackert, L., and R. Deaves, 2010, Behavioral Finance: Psychology, Decision-Making and Markets, South-Western Cengage Learning, Mason, Ohio.
- Nofsinger, J. R., 2001, Investment Madness, Prentice Hall.
- Mitchell, O. S., and S. P. Utkus, eds., 2004. Pension Design and Structure: New Lessons from Behavioral Finance (Oxford University Press, New York, New York).
- Shleifer, Andrei (2000): Inefficient Markets: An Introduction to Behavioral Finance, Oxford University Press, Oxford.
- Montier, James (2002): Behavioural Finance, John Wiley & Sons, New York.
- Plous, S. (1993). The psychology of judgment and decision-making NY: McGraw-Hill.

Wealth Management 100 marks (15 Sessions of 3 Hours Each) Sem V

SL.No	Particulars	Sessions
1	Functions of investment advisor, independent advisors, wire house wealth managers, custodians offering white labeled solutions to advisors, software solutions for advisors Wealth management client categories - mass affluent, high net worth, ultra high net worth, unified households	3 Sessions of 3 Hours Each
2	Client on boarding - profiling, financial planning, suitability assessment - aggressive, moderate etc., client preferences, restrictions, return expectations versus risk appetite Structure the cash flow forecasting and define the goals, milestones, liabilities etc.	3 Sessions of 3 Hours Each
3	Types of wealth management account structures - separately managed accounts, unified managed accounts, overlay portfolio management, sleeves and open architecture wealth management, portfolio manager models, pooled funds Technology absorption in wealth management - use of social media in wealth management, mobility solutions and advantages to investment advisors	4 Sessions of 3 Hours Each
4	Asset allocation, active passive investment styles - advantages, correlation in security returns and risk diversification, standard deviation of each asset class and security Portfolio modeling using multiple asset classes, monitoring tolerances and rebalancing, substitution rules Portfolio performance measurement, attribution and reporting	3 Sessions of 3 Hours Each
5	Case Studies and Presentations	2 Sessions of 3 Hours Each

Alternative Investments

SL.No	Particulars	Sessions
5	Hedge funds - concept, strategies, debacle of hedge funds in 2009-10 market crisis, how hedge funds employed quantitative methods to generate alpha, how regulation caught up with the hedge fund industry	2 Sessions of 3 Hours Each
6	Private equity - structuring of deals, calls and commitments, investment strategies, water fall model for distribution of returns, liquidation of investments and risk-return pay off	1 Session of 3 Hours Each
7	Exchange traded funds - creation of ETF, deposition of assets, selling of units, market making, trading in ETF units, liquidation of ETF, types of ETFs, regulation of ETF	1 Session of 3 Hours Each
8	Investment in real estate as an asset class, constraints, risk and return, Government regulation, capital gains and taxation Other alternative investment asset classes - collectibles - art, art investment funds, valuation, protection, wine, storage, liquidation, diamonds, mines and forests	2 Sessions of 3 Hours Each
9	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

ICICI Notes on Wealth Management
Wealth Management – Harold R Evensky

Regulation of Financial Services Companies 100 marks (15 Sessions of 3 Hours Each) Sem V

SL.No	Particulars	Sessions
1	India - SEBI reporting requirements, Companies Act, Reserve Bank of India FS regulations	3 Sessions of 3 Hours Each
2	Europe - MiFID - best execution, EU passporting, transparency and level playing field	3 Sessions of 3 Hours Each
3	US - Dodd Frank Act - consumer protection, OTC derivatives to exchanges, centralised data repository, Swap execution facility (SEF)	3 Sessions of 3 Hours Each
4	International - BASEL - provisioning, introduction to credit, market and operational risk, reporting to regulators as per norms International - FATCA - identification of accounts and investments by US nationals	4 Sessions of 3 Hours Each
5	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

Bare Acts

Corporate Laws by Dr Anil Kumar – International Book House Ltd

SEBI Manual Taxmann

Introduction to Equity, Fixed Income Securities and Derivatives 100 marks (15 Sessions of 3 Hours Each) Sem V

Equity

SL.No	Particulars	Sessions
1	<p>Revisit basics - formation of a company, need for capital Primary market for raising funds - equity IPO</p> <p>Steps in issue management - approvals, marketing, underwriting, regulatory reporting, book building and issue closure</p> <p>Issue prospectus, reporting to authorities, cash management</p> <p>Investor's perspective on investment in equities - risk & return, mutual funds - equity funds and comparison with direct investment in equity</p>	2 Sessions of 3 Hours Each
2	<p>Secondary market - types of orders, functioning in US, EU and India</p> <p>Corporate actions - dividend, rights, bonus etc.</p> <p>Latest developments in equity trading – algorithmic analytics etc.</p> <p>Fundamental analysis - b/s, P&L, ratios, peer and competitor analysis</p> <p>Technical analysis - DMA, predictive tools, charts</p> <p>Introduction to quantitative trading techniques</p> <p>Types of markets - Auction, Dealer, market making and hybrid, dark pools, crossing networks, communication networks and other alternative trading systems (ATS)</p>	1 Session of 3 Hours Each
3	<p>Recent advances in technology - mobile platforms, co-location etc.</p> <p>Messaging in post trade pre settlement - Straight Through Processing (STP), messaging protocols - SWIFT, FIX</p> <p>Clearing and settlement of equity trades - comparison of regulated exchanges and over the counter (OTC), margin and risk management, trade failure, consequences, auction, securities lending and borrowing</p>	1 Session of 3 Hours Each

Fixed Income Securities

SL.No	Particulars	Sessions
4	<p>Revisit basics - formation of a company, need for borrowing, leverage</p> <p>Types of bonds - secured, unsecured, Government bonds, Company debentures, term structure, inflation protected, convertible etc.</p> <p>Terms used in bond markets - yield, curve, coupon, rating & credit risk</p>	1 Session of 3 Hours Each
5	<p>Bond mathematics - time value of money, cash flow based calculations - NPV, IRR (yield to maturity), convexity, duration and immunization</p> <p>Issue of bonds in primary markets - IPO process, placement and market making</p> <p>Steps in issue management - approvals, marketing, underwriting, regulatory reporting, rate structure</p> <p>Issue prospectus, reporting to authorities, cash flow - liability management</p> <p>Investor's perspective on investment in FI - credit risk & return, Mutual funds - bond funds and comparison with direct investment in FI, call risk, inflation risk and reinvestment risk</p>	2 Sessions of 3 Hours Each
6	<p>Secondary market - types of orders, functioning in US, EU and India</p> <p>Corporate actions - coupon, processing of convertible warrants</p> <p>Techniques in FI trading - LIBOR, zero coupon yield curve, modeling, yield analytics etc.</p> <p>Fundamental analysis - b/s, P&L, liquidity ratios, peer and competitor analysis, past history of defaults by the issuer</p> <p>Clearing and settlement practices in fixed income securities market</p>	2 Sessions of 3 Hours Each

Derivatives

SL.No	Particulars	Sessions
7	<p>Forwards - characteristics, OTC markets where forwards are used, risk management in absence of central counterparty, flexibility in customized contracts and disadvantages in trading such contracts</p> <p>Futures - standardization over forwards, regulated markets where the futures are traded, financial and non financial futures contracts, terms and conditions, daily mark to market as risk management mechanism, pricing of futures, how the futures price tends to spot price towards maturity, delivery mechanisms for settlement</p> <p>Options - types of options - put and call, buyers and sellers of options, trading in options contracts, margin for risk management, settlement practices for exercised options, effect of corporate action on options, option chains, open interest, calculation of option price (basics of Black and Scholes model), strike price, intrinsic and time value of options, option risk - return charts, greeks and basic calculations</p> <p>Swaps - interest rate, forex, equity-fixed income swaps, OTS swap transactions, how banks act as intermediaries for swaps, cash flow management, resets and calculations</p>	2 Sessions of 3 Hours Each
8	<p>Mutual funds - asset management company, MF trust, issue of units, distribution channels, cash flow management for open ended funds, types of schemes - open-close, growth-sectoral-equity-fixed income etc., MF ratings, entry-exit loads, how ETF differs from MF, NAV calculation, regulation of mutual funds - SEBI and SEC</p> <p>Foreign currency as investment asset class, derivatives on foreign exchange rates, hedging, bid-offer spreads, simple calculations</p> <p>Insurance - life and non life insurance schemes, riders, actuarial basics, regulation of insurance sector, asset liability and risk management for insurance companies, premium collection and bonus distribution</p>	3 Sessions of 3 Hours Each

SL.No	Particulars	Sessions
9	<p>Pension funds - defined benefit, defined contribution funds, employee and employer contributions, investment of pension fund investments, regulation, differed tax schemes, types of pension funds in US and UK</p> <p>Mortgage backed securites - asset (receivable) pooling, formation of a trust company, selling of pooled assets, creation of securities, selling and distribution to retail investors, senior tranches, repayment risk, how the mortgage market triggered the collapse in US in 2009-10</p> <p>Other asset classes - alternative investments, hedge funds, private equity, investment in collectibles - art, wine etc.</p>	3 Sessions of 3 Hours Each
10	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

- The Hand Book of Fixed Income Securities- Fabozzi Frank McGraw Hill International.
- Fixed Income Markets & Their Derivatives: Suresh Sunderasan –Thomson Learning.
- Swaps : Richard Flavell – John Wiley Publications.
- Security Analysis and Portfolio Management (6th Edn.) By Donald Fischer and Ronald
- Jordan, Prentice Hall of India (1995)
- Securities Analysis and Portfolio Management , Prasanna Chandra, Tata McGraw Hill (2002)
- Options, Future & Other Derivatives – by John. C.Hull
- Applied Derivatives – Richard .J. Rendleman, Jr
- Special Focus on:
 - Chap: 2 -- PUT – CALL Parity
 - Chap : 3 & 4 -- Binomial Option Pricing Models
- Option Volatility & Pricing – Sheldon Naten Berg

Industry Oriented Dissertation Project 100 marks Sem V

SEMESTER VI

Strategic Management 100 marks University Assessment (15 Sessions of 3 Hours Each) Sem VI

SL.No	Particulars	Sessions
1	Introduction to Strategic Management	1 Session of 3 Hours Each
2	Strategic Management Process : Vision, Mission, Goal, Philosophy, Policies of an Organisation	1 Session of 3 Hours Each
3	Strategy, Strategy as planned action, its importance, Process and advantages of planning Strategic v/s Operational Planning	1 Session of 3 Hours Each
4	Strategy Choices Hierarchy of Strategies Types of Strategies Porter's Generic Strategies Competitive Strategies and Strategies for different industries and company situations Strategy Development for Non-profit, Non-business oriented organizations Mckinsey's 7 S Model: Strategy, Style, Structure, Systems, Staff, Skills and Shared values.	2 Sessions of 3 Hours Each
5	External and Industry Analysis General Environment Industry / Competitive Environment Identifying industry's dominant features Porter's Five Forces of Competitive Analysis Analytic Tools: EFE Matrix and CPM	1 Session of 3 Hours Each
6	Internal Analysis Assessment of Company Performance Management & Business Functions Framework Other Frameworks for Organisational and Internal Analysis Analytical Tool: IFE Matrix	1 Session of 3 Hours Each
7	Strategy Analysis and Formulation Tools SWOT Matrix SPACE Matrix BCG Matrix IE Matrix GE – McKinsey Matrix Grand Strategy Matrix Strategy Mapping and the Balanced Scorecard	1 Session of 3 Hours Each

8	Growth Accelerators: Business Web, Market Power, Learning based. Management Control, Elements, Components of Management Information Systems	1 Session of 3 Hours Each
9	Strategy Evaluation and Control Performance Measurement and Monitoring	1 Session of 3 Hours Each
10	Financial Projections and Financial Impact of Strategies	1 Session of 3 Hours Each
11	Miscellaneous Management Topics Social Responsibility Environmental Sustainability Value Chain Analysis Economic Value Added (EVA) Market Value Added (MVA) Strategic Issues in a Global Environment	2 Sessions of 3 Hours Each
12	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Strategic Management – Thompson & Strickland McGraw Hill Irwin
2. Competitive advantage – Michael Porter
3. Competitive strategy – Michael Porter
4. Strategic Management – N Chandrasekaran & P.S Ananthanarayanan – Oxford Publications
5. Understanding Strategic Management - Anthony Henry – Oxford Publications
6. Concepts in Strategic Management & Business Policy – Toward Global Sustainability – Thomas L Wheelen, J David Hunger – Pearson Publications

Functions of NBFC 100 marks University Assessment (15 Sessions of 3 Hours Each) Sem VI

SL.No	Particulars	Sessions
1	Formation of a non banking finance company, purposes and objectives, types of NBFCs Borrowing - sources, asset-liability management, permission to borrow from general public and deemed public status	2 Sessions of 3 Hours Each
2	Collateral management for lending - haircut, securities as collateral, calls & returns, substitution, treatment of corporate actions on collateral Lending - secured/ unsecured, hundi, LC backed, trenches, cash flow management for medium to long term lending	3 Sessions of 3 Hours Each
3	Profit margin management - cost of borrowing, lending risk and return NPA monitoring - norms, identifying risky investments, reporting of NPA	3 Sessions of 3 Hours Each
4	Provisioning for NPAs - categorisation, default, write off, liquidation Deal structuring - large deal management, transaction structures, term and other issues	2 Sessions of 3 Hours Each
5	Intermediary services - arranging funds from third party, commissions Statutory requirements - provisioning, NPA reporting, disclosures Regulatory reporting - central bank, Government reporting	3 Sessions of 3 Hours Each
6	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

Non – Banking Financial Companies in India – Functioning & Reforms – Jafar Ali Khan

Financial Risk Management 100 marks University Assessment (15 Sessions of 3 Hours Each) Sem VI

SL.No	Particulars	Sessions
1	Market Risk Management Identifying Market Risk Exposures Metrics of Market Risk Measuring and Managing Market Risk Exposure	1 Session of 3 Hours Each
2	Application of Market Risk management Active Risk and Tracking Error Risk Decomposition and Risk Attribution Stress Testing Scenario Analysis Hedge fund risk management Risk management strategies Measuring and managing corporate exposures	1 Session of 3 Hours Each
3	Credit Risk Management Credit rating agencies and credit ratings External & Internal credit ratings Credit transition matrices Bankruptcy & default Subprime mortgages and subprime securitization	1 Session of 3 Hours Each
4	Securitization & Special purpose vehicles Counterparty risk and OTC derivatives Counter-Party Default Risk and Settlement Risk Probability of Default (PD), Loss Given Default (LGD) and Recovery Rate	1 Session of 3 Hours Each
5	Credit Scoring, Credit Spreads, Expected and Unexpected loss Contingent claim approach and the KMV Model Default and default-time correlations Portfolio credit risk Credit risk management models Credit VaR	1 Session of 3 Hours Each
6	Risk mitigation techniques Economic Capital & Regulatory Capital Sovereign risk and country risk evaluation Liquidity Risk Management Asset liquidity & cash-flow liquidity Liquidity risk measures like MCO, Stress Testing, LD, WBG & MTF, LVaR	1 Session of 3 Hours Each
7	Operational Risk Management Calculating and applying risk-adjusted return on capital (RAROC) Model risk - Model validation Evaluating the performance of risk management systems Validating VaR models Enterprise Risk Management (ERM) Economic capital	2 Sessions of 3 Hours Each

8	Operational loss data - Frequency and severity distributions and Modeling and fitting distributions Failure mechanics of dealer banks Risk appetite frameworks Data aggregation and risk reporting Regulation and the Basel Accords Minimum capital requirements Methods for calculating credit, market, and operational risk Liquidity risk management Stress testing Revisions to the Basel II Accord The Basel III framework Comparing Basel II/III to Solvency II	3 Sessions of 3 Hours Each
9	Investment Portfolio Management Portfolio construction methods Portfolio-based performance analysis Risk budgeting Risk monitoring Hedge funds strategies and Risk management	1 Session of 3 Hours Each
10	Reference interest rates Comparative regulations for OTC derivatives Sovereign credit default swaps: roles and regulations Capital planning at large banks The European credit crisis and transmission of sovereign risks Ethics and Best Practices	1 Session of 3 Hours Each
11	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

Financial Risk Management – Dun & Bradstreet –Tata McGraw Hill Education
Quantitative Risk Management – A Practical Guide to Financial Risk – Wiley Finance

Financial Modeling 100 marks (15 Sessions of 3 Hours Each) Sem VI

SL.No	Particulars	Sessions
	<p>Excel Proficiency Formatting of Excel Sheets, Use of Excel Formulae Function , Advanced Modeling Techniques, Data Filter and Sort , Charts and Graphs, Table formula and Scenario building, lookups, pivot tables, Macros, Recording of Macros, understanding Visual Basic Environment (VBE)</p>	1 Session of 3 Hours Each
1	<p>Valuation Modeling</p> <ul style="list-style-type: none"> • Understanding Integrated Financial Models • Scenario Analysis • Excel Efficiency Shortcuts and formulae • Cash and Interest Revolver • Building Historical Financial Statements • Ratio Analysis • Projecting Financial Statements 	3 Sessions of 3 Hours Each
2	<p>Merger & Acquisition (M&A) Analysis</p> <ul style="list-style-type: none"> • Building Merger Inputs • Stock and Cash Mix Deal • Contribution Analysis • Accretion and Dilution 	1 Session of 3 Hours Each
3	<p>Project Finance Modeling Why Project evaluation; stage of project; construction & development phase; funding during investment phase; costs during investment phase; life of project; decision making, cash flow waterfall & resolve circular reference problem in interest during construction.</p> <ul style="list-style-type: none"> • Understanding Date functions • Modeling Cash flow waterfall • Delays in Projects 	3 Sessions of 3 Hours Each
4	<p>Equity Research Modelling</p> <ul style="list-style-type: none"> • Prepare an Income Statement, Balance sheet, Cash Flow Statement, Geographic Revenue Sheet, Segment Revenue Sheet, Cost Statement, Debt Sheet, Analyze Revenue Drivers • Forecast Geographic Revenues, Segment Revenues, Geographic Revenues, Cost Statement, Debt, Income Statement , Balance Sheet, Cash Flow Statement. • Performa Adjustments, Income Statement - Compute Margins, Balance Sheet -Compute Ratios • Cash Flow Statement Projection, Valuation- Discounted Cash Flow Method (DCF), Valuation – Relative Valuation (Football Field Chart) 	3 Sessions of 3 Hours Each

	<ul style="list-style-type: none">Valuation – Assumptions for Valuation Model, Prepare Valuation Model, Prepare Presentation Sheet, Prepare Company Overview , Sector Overview	
5	Report writing and Sector Overview <ul style="list-style-type: none">Report Writing: On the basis of Financial ModelingOverview of different sectors such as retail, telecom, IT, Oil & Gas etc	2 Sessions of 3 Hours Each
6	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

Mastering Financial Modeling in Excel – ALSTAIR L DAY (Pearson Publications)
Financial Modeling – Simon Benninga

Selling of Financial Services and Products 100 marks (15 Sessions of 3 Hours Each) Sem VI

SL.No	Particulars	Sessions
1	Introduction to marketing concept, its relevance in India, marketing mix, marketing structures and systems. Environmental scanning and market opportunity analysis Behavioural Finance -household and institutional/organisational	3 Sessions of 3 Hours Each
2	Market segment and segmental analysis Sales cost estimation - Market potential, demand forecasting and sales forecasting, sales campaigns, online mass media and social networking Marketing Information Systems, Marketing Research, Market planning	3 Sessions of 3 Hours Each
3	Product mix decisions - product identification, product life cycle, branding and packaging. New product development and management. Pricing policies, structures and methods. Regulations related to selling of financial products	3 Sessions of 3 Hours Each
4	Promotion decision - Communication process, promotion mix, promotion strategies with reference to consumer and industrial products. Advertising and personnel selling decision Distribution Management - importance of distribution in developing country. Role of middle man, identification, selection and managing dealers. Distribution Channels Management - Physical distribution. Performance and control - Sales Audit	4 Sessions of 3 Hours Each
5	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

Marketing of Banking Financial Services – P Saritha Srinivas, P Mohan Reddy
Financial Markets and Institutions by Anthony Saunders- Tata McGraw Hill Publication
Marketing of Financial Services – Hooman Estelami

Scheme of Assessments for Subjects of 100 Marks

- ❖ The Semester end Examination will be conducted for 60 Marks.
- ❖ Internal Assessments will be conducted for 40 Marks.

The allocation of 40 marks shall be on the following basis: -

- a) Periodical class tests held in the given semester (20 Marks)
- b) Presentations throughout the semester (10 Marks)
- c) Attendance and Active participation in routine class instructional deliveries (05 Marks)
- d) Overall Conduct as a responsible student, mannerism and articulation and exhibition of leadership qualities in organizing related academic activities. (05 Marks)

Note: A Student has to separately secure minimum 50% marks (i.e 20 out of 40) in the internal assessments and secure minimum 50% marks (i.e 30 out of 60) in the Semester End Examination in every subject to be declared as Pass.

Question Paper Pattern for Semester End Examination (60 Marks)

There will be Seven Questions in all.

Q1 would be compulsory and would carry 20 Marks

In addition to Q1, there would be six questions. Each question would carry 10 Marks. Each of these Six Questions will have three sub – questions and each sub – question would carry 05 Marks

Students have to attempt any four out of the remaining six Questions and within each question; students have to attempt any two out of three sub – questions.

In all, students have to attempt five questions i.e (Q1+Any Four of the remaining)

Q1 – 20 Marks (Compulsory)

Attempt Any Four out of the Remaining Six Questions

Q2 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q3 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q4 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q5 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q6 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q7 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Credit Based Grading System for MFSM Semester End Examinations effective from the academic year 2014 – 15

Under the new Credit Based Grading System for MFSM Semester End Examinations effective from the academic year 2014 – 15, evaluation of students for every subject shall be divided into two parts:

For Subjects of 100 Marks the evaluation would consist of:

- Semester End Examination: - 60 Marks
- Internal Assessment: -40 Marks

Credit Point:

- ❖ A Credit Point denotes the quantum of effort required to be put in by a student, who takes up a course. In other words, it is an index of number of learning hours prescribed for a certain segment of learning.

Learning Hours

Learning Hours for Subjects of 100 Marks (60+40)

Lecture Schedule: -

Lectures would be held: -

Tuesday to Friday: - 06.00 pm to 09.00 pm.

Saturday: - 02:30 pm to 09:00 pm

Sunday: - 09.00 am to 03.00 pm

Learning Hours consist of Classroom teaching hours and other complementary learning activities indicated here below

- 1) Classroom teaching hours ((15 Sessions X 3 Hours = 45 Hours))**

- 2) Other Complementary learning activities (30 Hours)**

The learning activities consist of the following:

- ❖ Seminars, Conferences, Library reading and reference, Computer based scientific learning, language lab, case studies, communication skills & presentation, Industry interaction such as practical learning and live projects, guest lectures, preparation for examinations and project work.

- ❖ The total learning hours would be thus equivalent to **45+30=75 Hours for subjects of 100 Marks**

Credit Point Computation

- One credit is construed as equivalent to 30 learning hours.

Credit completion and Credit accumulation:

- ❖ Each module of an academic program has been assigned specific credit points defining successful completion of the course under study.
- ❖ Credit completion or Credit acquisition may be considered to take place after the learner has successfully cleared all the evaluation criteria with respect to a single course.
- ❖ A learner who successfully completes a 2.5 CP (Credit Point) course is treated to have collected or acquired 2.5 credits. His performance above the minimum prescribed level (viz. grades / marks obtained) has no bearing on the number of credits collected or acquired.

Introduction of Grading System at the University of Mumbai

A well designed evaluation system that integrates the aforesaid parameters having due attention to their relative importance in the context of the given academic programme.

What is Grading?

- ❖ Grading, in the educational context is a method of reporting the result of a learner's performance subsequent to his evaluation. It involves a set of alphabets which are clearly defined and designated and uniformly understood by all the stake holders.
- ❖ A properly introduced grading system not only provides for a comparison of the learners' performance but it also indicates the quality of performance with respect to the amount of efforts put in and the amount of knowledge acquired at the end of the course by the learners.

The Seven Point Grading System

- ❖ A series of meetings of all the Deans & Controller of Examinations were held to discuss the system of grading to be adopted at the post graduate level. Mumbai University, subsequently in its Academic Council meeting and in its Management Council meeting resolved to adopt and implement the **Seven (07) Point Grading System** from the academic year 2012-13.

The Grade Point and the grade allocation shall be as per the Grade Table given below:

Proposed Grades for Post Graduate courses			
7 Point Scale for POST GRADUATE Courses			
Range of Scores	Grade	Grade Point	CGPA range
75 & above	O	7	6.5 - 7
70 - 74.99	A	6	5.5 - 6.49
65 - 69.99	B	5	4.5 - 5.49
60 - 64.99	C	4	3.5 - 4.49
55 - 59.99	D	3	2.5 - 3.49
50 - 54.99	E	2	2 - 2.49
< = 49.99	F (Fail)	1	< 2

Note: - Consider 1 Grade Point is equal to Zero for CG calculations in respect of failed learner/s in the concerned course/s.

Conversion of Marks to Grades and Calculations of GPA (Grade Point Average)

- ❖ In the Credit and Grade Point System, the assessment of individual Courses in the concerned examinations will be on the basis of marks obtained and these marks shall be converted later into Grades by a mechanism wherein the overall performance of the Learners can be reflected by the overall evaluation in terms of Grades.

- ❖ Abbreviations used for gradation needs understanding of each and every parameter involved in grade computation and the evaluation mechanism. The abbreviations and formulas used are as follows:-

Abbreviations and Formula's Used:-

G: Grade

GP: Grade Points

C: Credits

CP: Credit Points

CG: Credits X Grades (Product of credits & Grades)

Σ **CG:** Sum of Product of Credits & Grades points

Σ **C:** Sum of Credits points

$$\text{SGPA} = \frac{\Sigma \text{CG}}{\Sigma \text{C}}$$

ΣC

SGPA: Semester Grade Point Average shall be calculated for individual semesters. (It is also designated as GPA)

CGPA: Cumulative Grade Point Average shall be calculated for the entire Programme by considering all the semesters taken together.

Special Point to Note:

While calculating the CG the value of Grade Point 1 shall be considered as Zero (0) in case of learners who failed in the concerned course/s obtaining marks below 50.

After calculating the SGPA for an individual semester and the CGPA for entire programme, the value can be matched with the grade as given in the Grade Point table as per the Seven (07) Points Grading System and expressed as a single designated GRADE such as O, A, B, etc....

The SGPA of learners who have failed in one subject or more than one subjects shall not be calculated.

Illustrations of the Calculations: -

Credit Points and Grading Calculations for MFSM First Year First Semester

1 Credit = 30 Learning Hours

Result: - Passing in All Courses with more than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	$\Sigma CG = C \times G$	SGPA = $\frac{\Sigma CG}{\Sigma C}$
Principles of Management	75	2.5	55	D	3	7.5	47.5/15=3.167
Financial Accounting	75	2.5	60	C	4	10	
Organisational Behaviour	75	2.5	50	E	2	5	
Managerial Economics	75	2.5	55	D	3	7.5	
Business Communication	75	2.5	63	C	4	10	
Quantitative Methods in Management	75	2.5	55	D	3	7.5	
Total	450	$\Sigma C=15$				$\Sigma CG=47.5$	
Credit Earned = 15						$\Sigma CG = 47.5$	Grade D
Passes							

Credit Points and Grading Calculations for MFSM First Year First Semester

1 Credit = 30 Learning Hours

Result: - Fails in One Course or More than One Courses with Less than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	$\sum CG = C \times G$	$SGPA = \frac{\sum CG}{\sum C}$
Principles of Management	75	2.5	55	D	3	7.5	-----
Financial Accounting	75	2.5	60	C	4	10	
Organisational Behaviour	75	2.5	50	E	2	5	
Managerial Economics	75	2.5	45	F	1	0	
Business Communication	75	2.5	63	C	4	10	
Quantitative Methods in Management	75	2.5	55	D	3	7.5	
Total	360	$\sum C=15$				$\sum CG=40$	
Credit Earned = 12.5						$\sum CG = 40$	Grade F
Fails							

- ❖ **Note: - Consider 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- ❖ **The student has been awarded 1 Grade Point, even though he has failed in the subject of Managerial Economics, however, 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- ❖ **The SGPA has not been calculated as the student has failed.**

Credit Points and Grading Calculations for MFSM First Year Second Semester

1 Credit = 30 Learning Hours

Result: - Passing in All Courses with more than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	∑CG = CxG	SGPA = ∑CG/∑C
Production Management	75	2.5	55	D	3	7.5	47.5/15=3.167
Business Research Methods	75	2.5	60	C	4	10	
Marketing Management	75	2.5	50	E	2	5	
Legal Aspects of Business	75	2.5	55	D	3	7.5	
Cost & Management Accounting	75	2.5	63	C	4	10	
Human Resources Management	75	2.5	55	D	3	7.5	
Total	450	∑C=15				∑CG=47.5	
Credit Earned = 15						∑CG = 47.5	Grade D
Passes							

Credit Points and Grading Calculations for MFSM First Year Second Semester

1 Credit = 30 Learning Hours

Result: - Fails in One Course or More than One Courses with Less than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	∑CG = CxG	SGPA = ∑CG/∑C
Production Management	75	2.5	55	D	3	7.5	-----
Business Research Methods	75	2.5	60	C	4	10	
Marketing Management	75	2.5	50	E	2	5	
Legal Aspects of Business	75	2.5	45	F	1	0	
Cost & Management Accounting	75	2.5	63	C	4	10	
Human Resources Management	75	2.5	55	D	3	7.5	
Total	360	∑C=15				∑CG=40	
Credit Earned = 12.5						∑CG = 40	Grade F
Fails							

- ❖ **Note: - Consider 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- ❖ **The student has been awarded 1 Grade Point, even though he has failed in the subject of Legal Aspects of Business, however, 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- ❖ **The SGPA has not been calculated as the student has failed.**