



University of Mumbai

मुंबई विद्यापीठ

**Syllabus of**

**Superspecialisation Programmes –**

**Master of Management Studies –  
Centre of Excellence**

**MMS – COE in Finance  
(Banking)**

**2 Years full-time Masters Degree Course in  
Management – Centre of Excellence (COE)**

**(Effective from the academic year 2014 – 2015)**

**Semester I – Common to All COE (Banking, Corporate Finance & Financial Services)**

| 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       | Perspective Management                                    | 30                            | 2                                      | 40 IA                      | 60 IA                    | 100         | 3                        | 2.5           |           |
| 2       | Business Communication and Management Information Systems | 30                            | 2                                      | 40 IA                      | 60 IA                    | 100         | 3                        | 2.5           |           |
| 3       | Organisational Behaviour                                  | 30                            | 2                                      | 40 IA                      | 60 IA                    | 100         | 3                        | 2.5           |           |
| 4       | Financial Accounting                                      | 30                            | 2                                      | 40 IA                      | 60 IA                    | 100         | 3                        | 2.5           |           |
| 5       | Operations Management                                     | 30                            | 2                                      | 40 IA                      | 60 IA                    | 100         | 3                        | 2.5           |           |
| 6       | Marketing Management                                      | 30                            | 2                                      | 40 IA                      | 60 IA                    | 100         | 3                        | 2.5           |           |
| 7       | Managerial Economics                                      | 30                            | 2                                      | 40 IA                      | 60 IA                    | 100         | 3                        | 2.5           |           |
| 8       | Business Statistics                                       | 30                            | 2                                      | 40 IA                      | 60 IA                    | 100         | 3                        | 2.5           |           |
|         |   |                               |  | <b>Total No of Credits</b> |                          |             |                          |               | <b>20</b> |

**UA: - University Assessment; IA: - Internal Assessment**

**Semester II – Banking – COE**

| 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       | Cost & Management Accounting                   | 30                            | 2                                      | 40 IA                      | 60 IA                    | 100         | 3                        | 2.5           |           |
| 2       | Central Bank Functions and Banking Regulations | 30                            | 2                                      | 40 IA                      | 60 IA                    | 100         | 3                        | 2.5           |           |
| 3       | Commercial Banking and Retail Banking          | 30                            | 2                                      | 40 IA                      | 60 IA                    | 100         | 3                        | 2.5           |           |
| 4       | Financial Management                           | 30                            | 2                                      | 40 IA                      | 60 IA                    | 100         | 3                        | 2.5           |           |
| 5       | Legal Aspects of Business & Taxation           | 30                            | 2                                      | 40 IA                      | 60 IA                    | 100         | 3                        | 2.5           |           |
| 6       | Accounting and Bank Audit                      | 30                            | 2                                      | 40 IA                      | 60 IA                    | 100         | 3                        | 2.5           |           |
| 7       | Analysis of Financial Statements               | 30                            | 2                                      | 40 IA                      | 60 IA                    | 100         | 3                        | 2.5           |           |
| 8       | Behavioural Finance                            | 30                            | 2                                      | 40 IA                      | 60 IA                    | 100         | 3                        | 2.5           |           |
|         |  |                               |  | <b>Total No of Credits</b> |                          |             |                          |               | <b>20</b> |

**UA: - University Assessment; IA: - Internal Assessment**

### Semester III – Banking – COE

| 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       | <b>International Business</b>                | 30                            | 2                                      | 40 IA                 | <b>60 UA</b>             | 100         | 3                        | 2.5           |
| 2       | Strategic Management                         | 30                            | 2                                      | 40 IA                 | 60 IA                    | 100         | 3                        | 2.5           |
| 3       | <b>International Banking</b>                 | 30                            | 2                                      | 40 IA                 | <b>60 UA</b>             | 100         | 3                        | 2.5           |
| 4       | Merchant Banking                             | 30                            | 2                                      | 40 IA                 | 60 IA                    | 100         | 3                        | 2.5           |
| 5       | Microfinance & Financial Inclusion           | 30                            | 2                                      | 40 IA                 | 60 IA                    | 100         | 3                        | 2.5           |
| 6       | Entities in Banking World & Role of a Banker | 30                            | 2                                      | 40 IA                 | 60 IA                    | 100         | 3                        | 2.5           |
| 7       | Financial Markets, Products & Institutions   | 30                            | 2                                      | 40 IA                 | 60 IA                    | 100         | 3                        | 2.5           |
| 8       | Derivatives Products & Strategies            | 30                            | 2                                      | 40 IA                 | 60 IA                    | 100         | 3                        | 2.5           |
| 9       | Summer Internship Project                    | 100                           |  |                       |                          |             |                          | 2.5           |
|         |  | <b>Total No of Credits</b>    |  |                       |                          |             |                          | <b>20</b>     |

**UA: - University Assessment; IA: - Internal Assessment**

### Semester IV – Banking – COE

| 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       | <b>Management Control Systems</b>       | 30                            | 2                                      | 40 IA                 | <b>60 UA</b>             | 100         | 3                        | 2.5           |
| 2       | Creativity & Innovation Management      | 30                            | 2                                      | 40 IA                 | 60 IA                    | 100         | 3                        | 2.5           |
| 3       | Banking Technology & Payment Systems    | 30                            | 2                                      | 40 IA                 | 60 IA                    | 100         | 3                        | 2.5           |
| 4       | International Banking Regulations       | 30                            | 2                                      | 40 IA                 | 60 IA                    | 100         | 3                        | 2.5           |
| 5       | Implementing Derivatives Pricing Models | 30                            | 2                                      | 40 IA                 | 60 IA                    | 100         | 3                        | 2.5           |
| 6       | Financial Risk Management               | 30                            | 2                                      | 40 IA                 | 60 IA                    | 100         | 3                        | 2.5           |
| 7       | Industry Oriented Dissertation Project  | 100                           |  |                       |                          |             |                          | 2.5           |
|         |   | <b>Total No of Credits</b>    |  |                       |                          |             |                          | <b>20</b>     |

**UA: - University Assessment; IA: - Internal Assessment**

| Semester     | Total No of Credits |
|--------------|---------------------|
| Semester I   | 20                  |
| Semester II  | 20                  |
| Semester III | 22.5                |
| Semester IV  | 17.5                |
| <b>Total</b> | <b>80</b>           |

**SEMESTER I  
(COMMON TO ALL)  
BANKING,  
CORPORATE FINANCE,  
FINANCIAL SERVICES**

## Perspective Management (15 Sessions of 3 Hours Each) Sem I

| S. No. | Particulars   | Sessions                     |
|--------|---|------------------------------|
| 1      | <ul style="list-style-type: none"> <li>➤ Management : Science, Theory and Practice - The Evolution of Management</li> <li>➤ Thought and the Patterns of Management Analysis - Management and Society :</li> <li>➤ Social Responsibility and Ethics - Global and Comparative Management - The</li> <li>➤ Basis of Global Management – Functions of Management-The Nature and Purpose</li> <li>➤ of Planning - Objectives - Strategies, Policies and Planning Premises - Decision</li> <li>➤ Making - Global Planning.</li> </ul> | <b>3 Sessions of 3 Hours</b> |
| 2      | <ul style="list-style-type: none"> <li>➤ The Nature of Organizing - Organizational Structure : Departmentation - Line/Staff</li> <li>➤ Authority and Decentralization - Effective Organizing and Organizational Culture -</li> <li>➤ Global Organizing. Co-ordination functions in Organisation - Human Factors and</li> <li>➤ Motivation - Leadership - Committees and group Decision Making -</li> <li>➤ Communication - Global Leading.</li> </ul>   | <b>2 Sessions of 3 Hours</b> |
| 3      | <ul style="list-style-type: none"> <li>➤ The System and Process of Controlling - Control Techniques and Information</li> <li>➤ Technology - Global Controlling and Global Challenges – Direction Function – Significance.</li> </ul>  | <b>2 Sessions of 3 Hours</b> |
| 4      | <ul style="list-style-type: none"> <li>➤ <b>“Mental Conditioning”</b>-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.</li> </ul>   | <b>2 Sessions of 3 Hours</b> |
| 5      | <ul style="list-style-type: none"> <li>➤ <b>Strategic Management:</b> -Definition, Classes of Decisions, Levels of Decision, Strategy, Role of different Strategist, Relevance of Strategic Management and its Benefits, Strategic Management in India</li> </ul>   | <b>2 Sessions of 3 Hours</b> |

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

### 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



## **Business Communication & Management Information Systems (15 Sessions of 3 Hours Each) Sem I**

### **Business Communication**

| <b>SL.No</b> | <b>Particulars</b>   | <b>Sessions</b>                   |
|--------------|--|-----------------------------------|
| 1            | Introduction to Managerial Communication<br>Understanding the Components of Communication<br>Small Group and Team Communication<br>Business and Professional Communication | <b>2 Sessions of 3 Hours Each</b> |
| 2            | Written Analysis and Communication<br>Spoken Business Communication  | <b>1 Session of 3 Hours</b>       |
| 3            | Cultural Identities and Intercultural Communication<br>Difficult Communication   | <b>1 Session of 3 Hours</b>       |
| 4            | Intercultural Communication Competence<br>Organizational Communication   | <b>1 Session of 3 Hours</b>       |
| 5            | Persuasive Communication<br>Barriers to Communication  | <b>1 Session of 3 Hours</b>       |

### **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

## Management Information Systems

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

**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

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

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

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

**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

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

| SL.No | Particulars   | Sessions                                  |
|-------|---|---|
| 1     | <ul style="list-style-type: none"> <li>• Introduction to Accounting</li> <li>• Concept and necessity of Accounting</li> <li>• An Overview of Income Statement and Balance Sheet.</li> </ul>   | <b>1 Session<br/>of 3 Hours</b>           |
| 2     | <ul style="list-style-type: none"> <li>• Introduction and Meaning of GAAP</li> <li>• Concepts of Accounting</li> <li>• Impact of Accounting</li> <li>• Concepts on Income Statement and Balance Sheet.</li> </ul>   | <b>1 Session<br/>of 3 Hours</b>           |
| 3     | <ul style="list-style-type: none"> <li>• Accounting Mechanics</li> <li>• Process leading to preparation of Trial Balance and Financial Statements</li> <li>• Preparation of Financial Statements with Adjustment Entries.</li> </ul>  | <b>2 Sessions<br/>of 3 Hours<br/>Each</b> |
| 4     | <ul style="list-style-type: none"> <li>• Revenue Recognition and Measurement</li> <li>• Capital and Revenue Items</li> <li>• Treatment of R &amp; D Expenses</li> <li>• Preproduction Cost</li> <li>• Deferred Revenue Expenditure etc.</li> </ul>  | <b>1 Session<br/>of 3 Hours</b>           |
| 5     | <ul style="list-style-type: none"> <li>• Fixed Assets and Depreciation Accounting</li> <li>• Evaluation and Accounting of Inventory.</li> </ul>   | <b>1 Session<br/>of 3 Hours</b>           |
| 6     | <ul style="list-style-type: none"> <li>• Preparation and Complete Understanding of Corporate Financial Statements</li> <li>• 'T' Form and Vertical Form of Financial Statements.</li> </ul>   | <b>2 Sessions<br/>of 3 Hours</b>          |
| 7     | <ul style="list-style-type: none"> <li>• Important Accounting Standards.</li> </ul>   | <b>1 Session<br/>of 3 Hours</b>           |
| 8     | <ul style="list-style-type: none"> <li>• Corporate Financial Reporting – Analysis of Interpretation thereof with reference to Ratio Analysis. Fund Flow, Cash Flow.</li> <li>• <b>Corporate Accounting</b></li> </ul> <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> | <b>3 Sessions<br/>of 3 Hours<br/>Each</b> |

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

**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

## **Operations Management 100 Marks (15 Sessions of 3 Hours Each) Sem I**

| <b>SL.No</b> | <b>Particulars</b>   | <b>Sessions</b>                   |
|--------------|--|-----------------------------------|
| 1            | <ul style="list-style-type: none"><li>• Introduction</li><li>• Operations Strategy</li><li>• Competitive Advantage</li><li>• Time Based Competition</li></ul>                  | <b>1 Session of 3 Hours</b>       |
| 2            | <ul style="list-style-type: none"><li>• Product Decision and Analysis</li><li>• Product Development</li></ul>  | <b>1 Session of 3 Hours</b>       |
| 3            | <ul style="list-style-type: none"><li>• Process Selection</li><li>• Process Design</li><li>• Process Analysis</li></ul>  | <b>1 Session of 3 Hours</b>       |
| 4            | <ul style="list-style-type: none"><li>• Facility Location</li><li>• Facility Layout</li></ul>  | <b>2 Sessions of 3 Hours</b>      |
| 5            | <ul style="list-style-type: none"><li>• Capacity Planning</li><li>• Capacity Decisions</li><li>• Waiting Lines</li></ul>   | <b>1 Session of 3 Hours</b>       |
| 6            | <ul style="list-style-type: none"><li>• Aggregate Planning</li></ul>   | <b>1 Session of 3 Hours</b>       |
| 7            | <ul style="list-style-type: none"><li>• Basics of MRP / ERP</li></ul>  | <b>1 Session of 3 Hours</b>       |
| 8            | <ul style="list-style-type: none"><li>• Basics of Scheduling</li></ul>   | <b>1 Session of 3 Hours</b>       |
| 9            | <ul style="list-style-type: none"><li>• Basics of Project Management</li></ul>   | <b>1 Session of 3 Hours</b>       |
| 10           | <ul style="list-style-type: none"><li>• Basics of Work Study, Job Design and Work Measurement</li></ul>  | <b>1 Session of 3 Hours</b>       |
| 11           | <ul style="list-style-type: none"><li>• Basics of Quality Control, Statistical Quality Control</li><li>• And Total Quality Management</li></ul>                                | <b>1 Session of 3 Hours</b>       |
| 12           | <ul style="list-style-type: none"><li>• Basics of Environmental Management</li><li>• Basics of ISO 14000 / 9000</li><li>• Basics of Value Engineering &amp; Analysis</li></ul> | <b>1 Session of 3 Hours</b>       |
| 13           | <ul style="list-style-type: none"><li>• Case Studies and Presentations</li></ul>   | <b>2 Sessions of 3 Hours Each</b> |

### **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



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

| <b>SL.No</b> | <b>Particulars</b>   | <b>Sessions</b>                   |
|--------------|--|-----------------------------------|
| 1            | <b>Understanding the Basics:</b><br>Concept of Need, Want and Demand<br>Concept of Product and Brand<br>Business Environment in India                      | <b>1 Session of 3 Hours</b>       |
| 2            | <ul style="list-style-type: none"><li>• Introduction to Marketing concept</li><li>• Evolution of marketing &amp; Customer orientation</li></ul>            | <b>1 Session of 3 Hours</b>       |
| 3            | <ul style="list-style-type: none"><li>• Marketing Environment and Evaluation of Market opportunities</li></ul>   | <b>1 Session of 3 Hours</b>       |
| 4            | <ul style="list-style-type: none"><li>• Market research &amp; Marketing Information Systems and Demand forecasting and Market potential analysis</li></ul> | <b>1 Session of 3 Hours</b>       |
| 5            | <ul style="list-style-type: none"><li>• Consumer buying process &amp; Organizational buying behavior</li></ul>   | <b>1 Session of 3 Hours</b>       |
| 6            | <ul style="list-style-type: none"><li>• Pillars of Marketing - Market segmentation, Target marketing Positioning &amp; Differentiation</li></ul>           | <b>2 Sessions of 3 Hours Each</b> |
| 7            | <ul style="list-style-type: none"><li>• Marketing Mix and Product decisions – Product Life cycle</li></ul>   | <b>1 Session of 3 Hours</b>       |
| 8            | <ul style="list-style-type: none"><li>• New Product development process</li></ul>  | <b>1 Session of 3 Hours</b>       |
| 9            | <ul style="list-style-type: none"><li>• Distribution decisions – Logistics &amp; Channel decisions</li></ul>   | <b>1 Session of 3 Hours</b>       |
| 10           | <ul style="list-style-type: none"><li>• Promotion decisions – Integrated Marketing communications concept, communication tools</li></ul>                   | <b>1 Session of 3 Hours</b>       |
| 11           | <ul style="list-style-type: none"><li>• Personal selling &amp; Sales management</li></ul>  | <b>1 Session of 3 Hours</b>       |
| 12           | <ul style="list-style-type: none"><li>• Pricing decisions</li></ul>  | <b>1 Session of 3 Hours</b>       |
| 13           | <ul style="list-style-type: none"><li>• Case Studies and Presentations</li></ul>   | <b>2 Sessions of 3 Hours Each</b> |

**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

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

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

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

### 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 Statistics 100 Marks (15 Sessions of 3 Hours Each) Sem I**

| <b>SL.No</b> | <b>Particulars</b>  | <b>Sessions</b>                   |
|--------------|---|-----------------------------------|
| 1            | <ul style="list-style-type: none"><li>• Basic Statistical Concepts</li><li>• Summarisation of Data</li><li>• Frequency Distribution</li><li>• Measures of Central Tendency</li><li>• Measures of Dispersion</li><li>• Relative Dispersion, Skewness</li></ul>   | <b>1 Session of 3 Hours</b>       |
| 2            | <ul style="list-style-type: none"><li>• Elementary Probability Theory</li><li>• Relative Frequency Approach</li><li>• Axiomatic Approach</li><li>• Subjective Probability</li><li>• Marginal &amp; Conditional Probability</li><li>• Independence/Dependence of Events</li><li>• Bayes' Theorem</li><li>• Chebyseheff's Lemma</li></ul> | <b>2 Sessions of 3 Hours Each</b> |
| 3            | <ul style="list-style-type: none"><li>• Elementary Statistical Distributions</li><li>• Binomial, Poisson, Hypergeometric</li><li>• Negative Exponential, Normal, Uniform</li></ul>  | <b>1 Session of 3 Hours</b>       |
| 4            | <ul style="list-style-type: none"><li>• Sampling distributions</li><li>• For Mean, Proportion, Variance</li><li>• From Random Samples</li><li>• Standard Normal (Z); Student's; Chi-Square</li><li>• And Variance ratio (F) Distribution</li></ul>  | <b>2 Sessions of 3 Hours Each</b> |
| 5            | <ul style="list-style-type: none"><li>• Statistical Estimation</li><li>• Point &amp; Interval estimation</li><li>• Confidence Interval for Mean, Proportion &amp; Variance</li></ul>  | <b>1 Session of 3 Hours Each</b>  |

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|----|---|---------------------------------------|
| 6  | <ul style="list-style-type: none"><li>• Test of Hypothesis</li><li>• Tests for specified values of Mean,</li><li>• Proportion &amp; Standard Deviation</li><li>• Testing equality of two Means,</li><li>• Proportion &amp; Standard Deviation</li><li>• Test of goodness - of fit</li></ul> | <b>2 Sessions of<br/>3 Hours Each</b> |
| 7  | <ul style="list-style-type: none"><li>• Simple Correlation &amp; Regression/Multiple Correlation &amp; Regression</li><li>• Spearman's rank Correlation</li></ul>   | <b>2 Sessions of<br/>3 Hours Each</b> |
| 8  | <ul style="list-style-type: none"><li>• Analysis of Variance</li><li>• One-way &amp; Two-way Classification (for Equal Class)</li></ul>   | <b>1 Session of 3<br/>Hours</b>       |
| 9  | Elements of Integration & Differentiation   | <b>1 Session of 3<br/>Hours</b>       |
| 10 | Elements of Determinants  | <b>1 Session of 3<br/>Hours</b>       |
| 11 | Elements of Matrix algebra  | <b>1 Session of 3<br/>Hours</b>       |

### Reference Text

1. Statistics for Management – Richard L Levin
2. Statistics a fresh approach – D.H.Sanders
3. Statistics concepts & applications – H.C.Schefler
4. Practical Business Statistics – Andrew F. Siegel
5. Statistics for Business with Computer applications – Edward Minieka & Z.D.Kurzeja
6. Basic Statistics for Business & Economics – Mason, Marehas
7. An Introduction to statistical methods – C. B. Gupta & Vyay Gupta (Vikas)
8. R.S. Bhardway: Business Statistics(Excel Books)
9. Sharma : Business Statistics (Pearson)
10. Beri: Statistics for Management (TMH)
11. Business Statistics – Dr S.K Khandelwal – International Book House Ltd
12. Business Statistics – An Applied Orientation – P.K Vishwanathan – Pearson Publications

**SEMESTER II**  
**BANKING**

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

| SL.No | Particulars  | Sessions                          |
|-------|--|-----------------------------------|
| 1     | <b>Introduction</b><br><br>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   | <b>1 Session of 3 Hours</b>       |
| 2     | <ul style="list-style-type: none"><li>• Preparation of cost sheet</li></ul>  | <b>2 Sessions of 3 Hours Each</b> |
| 3     | <ul style="list-style-type: none"><li>• Methods of costing – with special reference to job costing, process costing, services costing</li></ul>  | <b>2 Sessions of 3 Hours Each</b> |
| 4     | <ul style="list-style-type: none"><li>• Distinction &amp; relationship among Financial Accounting, Cost accounting &amp; Management Accounting</li></ul>   | <b>1 Session of 3Hours</b>        |
| 5     | <b>Marginal Costing</b><br><br>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. | <b>3 Sessions of 3 Hours Each</b> |
| 6     | <b>Budgeting</b><br>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.                                       | <b>2 Sessions of 3 Hours Each</b> |
| 7     | <b>Responsibility Accounting and Transfer Pricing</b><br>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.  | <b>2 Sessions of 3 Hours Each</b> |
| 8     | <ul style="list-style-type: none"><li>• Case Studies and Presentations</li></ul>   | <b>2 Sessions of 3 Hours Each</b> |



**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

**Central Bank Functions & Banking Regulations 100 marks (15 Sessions of 3 Hours Each) Sem II**

| <b>SL. No</b> | <b>Particulars</b>  | <b>Sessions</b>                   |
|---------------|---|-----------------------------------|
| 1             | <b>Central Bank Functions</b><br><br><b>PART I : The Fundamentals</b><br>The Scope & Subject Matter of Macroeconomics<br>An Introduction to the Economics of Growth & Development<br>An Introduction to the Indian Economy - Its Salient Features   | <b>2 Session of 3 Hours Each</b>  |
| 2             | <b>PART II: The Economic Markets</b><br>The Money Market & the Role of Central Banking<br>How does Commercial Banking Effect Industry & Business  | <b>2 Sessions of 3 Hours Each</b> |
| 3             | <b>PART III: World Economy and Banking</b><br>The World Bank, and IMF conditionalities leading to the liberalisation-privatisation - globalisation exercise and beyond.<br>Responsibilities of Central Bank - RBI, Federal Board of US<br>Foreign exchange market, balance of payment and reporing to central bank<br>Inflation management and control over money supply using Government bonds<br>Developmental measures supported by banking sector | <b>3 Sessions of 3 Hours Each</b> |

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|---|--|---|
| 4 | <b>Banking Regulation</b><br>Evolution of banking sector - historical perspective<br>Regulatory arrangements in different countries - Central Banking and Government<br>Central bank supervision over different types of banks<br>Statutory requirements - liquidity ratios, subscriptions to Government bond issues<br>Evolution of regulation through various crisis situations<br>Introduction to BASEL II norms for risk identification and provisioning<br>Identification of NPAs, provisioning and reporting<br>Central bank audit of banks and reporting on banking activities<br>Control over branch operations and other POS outlets<br>Anti money laundering, fraud prevention and anti terrorist funding measures | <b>6 Sessions of<br/>3 Hours<br/>Each</b> |
| 5 | Case Studies and Presentations   | <b>2 Sessions of<br/>3 Hours<br/>Each</b> |

**Reference Text:**

1. Banking in the new Millennium by ICAI University banking series edited by N Rajashekar, Year 2001.
2. Banking Strategy by ICAI University banking series edited by Katuri Nageshwara Rao, Year 2002.
3. Central Banking by Charles Goodhart
4. International Corporate and Investment Banking : Practice and Law by Lagan Mark, UK/Institute of Financial Services/2003
5. European Banking and Financial Services Law by Gerster /Schwander, Netherland/Kluwer Law Int/2004
6. Banking Supervision and Systemic Bank Restructuring : An International and Comparative Legal Perspective - By Mwenda Kenneeth Kaoma, London/Cavendis Pub/2000.
7. Risk Management in Banking- 2nd ,By Bessis Joel, Chichester/John Wiley/2004.
8. Commercial Banking : The Management of Risk-2nd By Frster Donald R/Gup Benton E/Kolari James W, Australia/South-Western/2001.
9. Strategic Business Management and Banking, By Sarkar A N, New Delhi Deep&Deep/2005/.
10. Management of Banking & Financial Services – Justin Paul & Padmalatha Suresh – Pearson Education
11. Principles and Practices of Banking – Indian Institute of Quantitative Finance – MacMillan Publishers
12. Banking Law & Practice – P.N Varshney
13. Banking Law & Practice – R.K Gupta

**Commercial Banking & Retail Banking 100 marks (15 Sessions of 3 Hours Each) Sem II**

| <b>SL.No</b> | <b>Particulars</b>  | <b>Sessions</b>                  |
|--------------|---|----------------------------------|
| 1            | <b>Commercial Banking</b><br><br>Overview of banking functions - borrowing, lending and generation of profits through margin, interest and consulting<br><br>Generation of funds - deposits, accounts, issue of bonds, inter bank borrowings, treasury funds and Tier I and II capital                              | <b>1 Session of 3 Hours Each</b> |
| 2            | Lending to corporate clients - credit appraisal, risk assessment, collateral and margins, funded and non funded limit setting, consortium banking<br><br>Trade finance - uniform customary practices on documentary credit, factoring, bill discounting, Letter of Credit, document routing and assignment of debts | <b>1 Session of 3 Hours Each</b> |
| 3            | Financing the weaker sections - cheaper loans to needy, educational loans, recovery and write offs<br><br>Cash management for corporate clients - cash pooling, sweep and balance management services   | <b>1 Session of 3 Hours Each</b> |
| 4            | Leasing as a means of long term finance, asset verification, lease agreement, schedules, legal implications, termination and transfer of asset, recovery,<br><br>Bank guarantees, payment to beneficiary in case of invocation, recovery of funds   | <b>1 Session of 3 Hours Each</b> |
| 5            | Swaps - currency, interest rates, resets, cash flow management and commissions  | <b>1 Session of 3 Hours Each</b> |

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|----|---|-----------------------------------|
| 6  | <b>Retail Banking</b><br><br>Functions of bank related to retail clients<br>Client on boarding, provisions of AML and other acts<br><br>Types of accounts - savings, current, fixed deposit, recurring deposit etc., calculation of interest, monthly/ quarterly rests, compounding and its effects | <b>2 Sessions of 3 Hours Each</b> |
| 7  | Lending to retail customers - types of loans, secured loans - car, housing, other assets, EMI calculations, commission and interest rate resets in case of floating rate loans  | <b>1 Session of 3 Hours Each</b>  |
| 8  | Retail credit risk, client financial behaviour, predictive analysis, early warning, provisioning, follow up, recovery and write offs  | <b>1 Session of 3 Hours Each</b>  |
| 9  | Selling of financial products - mutual funds, insurance, foreign exchange, corporate bonds, market making done by banks, gold coins, other services   | <b>1 Session of 3 Hours Each</b>  |
| 10 | Bank as a custodian, safe keeping of securities, corporate actions processing, settlement funding and reconciliation, exception management and trade failure  | <b>1 Session of 3 Hours Each</b>  |
| 11 | Islamic banking - concept, client preferences, transaction processing and details   | <b>1 Session of 3 Hours Each</b>  |
| 12 | Micro finance - introduction, small business financing, support to MF groups  | <b>1 Session of 3 Hours Each</b>  |
| 13 | Case Studies and Presentations  | <b>2 Sessions of 3 Hours Each</b> |

**Reference Text:**

Retail Banking – IIBF – MacMillan Publishers

Banking Strategy by ICFAI University banking series edited by Katuri Nageshwara Rao, Year 2002.

Central Banking by Charles Goodhart

**Financial Management 100 marks (15 Sessions of 3 Hours Each) Sem II**

| SL.No | Particulars  | Sessions                                  |
|-------|--|---|
| 1     | Objective of Financial Management<br><br>Financial Performance Appraisal using Ratio Analysis, Funds Flow Analysis & Cash Flow Analysis  | <b>2 Sessions<br/>of 3 Hours<br/>Each</b> |
| 2     | Sources of Finance - Short Term/Long Term, Domestic / Foreign, Equity/Borrowings/Mixed etc.<br><br>Cost of Capital & Capital - Structure Planning, Capital Budgeting & Investment Decision Analysis (using Time Value  | <b>2 Sessions<br/>of 3 Hours<br/>Each</b> |
| 3     | <ul style="list-style-type: none"> <li>➤ Working Capital Management - Estimation &amp; Financing, Inventory Management, Receivable Management, Cash Management</li> <li>➤ Divided Policy / Bonus - Theory &amp; Practice</li> </ul>  | <b>2 Sessions<br/>of 3 Hours<br/>Each</b> |
| 4     | Investment (Project) identification, feasibility analysis with sensitivities, constraints and long term cash flow projection<br><br>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.   | <b>2 Sessions<br/>of 3 Hours<br/>Each</b> |
| 5     | Financial Benchmarking -- concept of shareholder value maximization, interest rate structuring, bond valuations<br><br>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 | <b>3 Sessions<br/>of 3 Hours<br/>Each</b> |
| 6     | <ul style="list-style-type: none"> <li>➤ Valuation of projects and investment opportunities - due diligence procedures</li> <li>➤ Credit Rating of Countries/ State / Investment &amp; Instruments</li> <li>➤ Joint Venture formulations - FIPS / RBI</li> <li>➤ Infrastructure financing</li> <li>➤ Issues &amp; considerations, financial feasibility, pricing &amp; earning model</li> </ul>  | <b>2 Sessions<br/>of 3 Hours<br/>Each</b> |
| 7     | Case Studies and Presentations   | <b>2 Sessions<br/>of 3 Hours<br/>Each</b> |

**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

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

| <b>SL.No</b> | <b>Particulars</b>  | <b>Sessions</b>                   |
|--------------|---|-----------------------------------|
| 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) | <b>1 Session of 3 Hours</b>       |
| 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)  | <b>2 Sessions of 3 Hours Each</b> |
| 3            | Indian Companies Act 2013 – Salient Features of the New Act   | <b>3 Sessions of 3 Hours Each</b> |
| 4            | Competition Act – 2002 – Definition & S/3. S/4 and S/5  | <b>1 Session of 3Hours</b>        |
| 5            | Negotiable Instruments Act 1881, Concept of N.I (Promissory Note, Bill of Exchange & Cheque), Negotiation & dishonor of cheque U/S 138  | <b>1 Session of 3 Hours Each</b>  |
| 6            | Income Tax Act 1961 – Income, Residence, Heads of Income  | <b>2 Sessions of 3 Hours Each</b> |
| 7            | Central Excise Act 1944, Principles of Liability for payment of Excise duty/CENVAT  | <b>1 Session of 3 Hours Each</b>  |
| 8            | Service Tax – General Review of Service Tax Liability   | <b>1 Session of 3 Hours Each</b>  |
| 9            | Central Sales Tax and Maharashtra VAT Act   | <b>1 Session of 3 Hours Each</b>  |
| 10           | Case Studies and Presentations  | <b>2 Sessions of 3 Hours Each</b> |

**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)



**Accounting and Bank Audit 100 marks (15 Sessions of 3 Hours Each) Sem II**

| <b>SL.No</b> | <b>Particulars</b>  | <b>Sessions</b>                   |
|--------------|---|-----------------------------------|
| 1            | International Accounting Standards and implementation in India<br>Banking transaction record keeping, accounting entries for cash credit, loans, deposits, interest payments, commissions and taxes   | <b>3 Sessions of 3 Hours Each</b> |
| 2            | Maintaining accounts for clients - retail and corporate, multi level relationship accounts - deposit, loan etc.<br><br>Internal and external audit of books of accounts, audit by central bank, disclosures and management of audit findings, branch audit, cash audit and accounting closure | <b>3 Sessions of 3 Hours Each</b> |
| 3            | Provisioning for non performing assets, liabilities, support client liabilities for cash credit arrangements<br><br>Accounting for complex transactions like swaps hedging using options and futures, foreign letter of credit, factoring etc.  | <b>3 Sessions of 3 Hours Each</b> |
| 4            | Accounting for international bank branch operations located in foreign countries - forex transactions, loans and advances<br><br>Regulatory reporting requirements, accounting disclosures for AGM, MIS reporting<br><br>Demonstration of banking ledger in software package                  | <b>4 Sessions of 3 Hours Each</b> |
| 5            | Case studies and presentations  | <b>2 Sessions of 3 Hours Each</b> |

**Reference Text**

Bank Accounting & Audit Control – James E Potts – Bankers Publishing Company

**Analysis of financial statements 100 Marks (15 Sessions of 3 Hours Each)**  
**Sem II**

| <b>SL.No</b> | <b>Particulars</b>   | <b>Sessions</b>                   |
|--------------|--|-----------------------------------|
| 1            | <ul style="list-style-type: none"><li>❖ Revision of Balance Sheet and P&amp;L statement fundamentals.</li><li>➤ Indian Accounting Standards</li><li>➤ Indian Accounting Standard vs US GAAP</li><li>➤ (This would also cover the manipulations often done by companies to show higher profits)</li></ul>   | <b>2 Sessions of 3 Hours Each</b> |
| 2            | <ul style="list-style-type: none"><li>❖ Cash Flow Analysis</li><li>➤ Measuring operating / financing and investing Cash flows.</li><li>➤ Cash flows and life cycle state of a company</li><li>➤ Cash flows and financial flexibility (linkages to dividend policy and over retention of profits)</li></ul>   | <b>2 Sessions of 3 Hours Each</b> |
| 3            | <ul style="list-style-type: none"><li>❖ Assessing Business Performance<ul style="list-style-type: none"><li>➤ Operational efficiency ratios (Gross profit, net profit margins and various turnover ratios)</li><li>➤ Liquidity ratios – Current Ratio / Acid test</li><li>➤ Profitability ratios, Valuation Ratios</li><li>➤ EPS/ ROE/ ROCE/ Total Shareholder returns, Linkages between ROE &amp; ROCE &amp;</li><li>➤ optimal capital structure and determinants of PE multiple, Price to book value, EV/EBDITA multiple.</li></ul></li><li>➤ Capitalization ratios- Debt Equity, Debt to Assets.</li><li>➤ Du-pont Analysis</li><li>➤ Coverage ratios and credit analysis and ratings</li><li>➤ (The emphasis will be on correct interpretation and correct measurement i.e. with necessary</li><li>➤ accounting adjustments for these ratios).</li></ul> | <b>3 Sessions of 3 Hours Each</b> |

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| 4 | <p>❖ Free Cash flows to Equity / Firm</p> <ul style="list-style-type: none"><li>➤ From earnings to free cash flows</li><li>➤ Adjustment from standard accounting to correctly measure free cash flow.</li><li>➤ Capitalisation leasing expense and R&amp;D expenditure, correct treatment for amortization</li><li>➤ expense and deferred taxes</li><li>➤ Measuring correct ROE &amp; ROC after adjusting for inter-corporate investments.</li><li>➤ Implication of the above mentioned adjustments on fundamental valuations / company and</li><li>➤ PE or Price / Book Value or EBDITA multiple.</li></ul> | <b>2 Sessions of 3 Hours Each</b> |
| 5 | <ul style="list-style-type: none"><li>➤ Introduction to Advance Accounting Concepts</li><li>➤ Merger and acquisition</li><li>➤ Consolidation of balance sheets</li><li>➤ Deferred taxes, minority interest</li><li>➤ NOPAT and adjustments to NOPAT from EVA perspective to measure correct economic cash flows.</li><li>➤ Economic value added (EVA) and linkages between value of a company and EVA.</li><li>➤ Equity Analysis, Stock Splits and Buy back</li><li>➤ Managing Productivity of Corporate Capital</li><li>➤ Composite Index for measuring productivity</li></ul>                              | <b>3 Sessions of 3 Hours Each</b> |
| 6 | <ul style="list-style-type: none"><li>➤ Forecasting FCFE / FCFF and Security Valuation</li></ul>   | <b>1 Session of 3 Hours</b>       |
| 7 | <ul style="list-style-type: none"><li>➤ Case Studies and Presentations</li></ul>   | <b>2 Sessions of 3 Hours Each</b> |

**Reference Text**

Financial Management by Prasanna Chandra  
Financial Management by Khan and Jain.  
Corporate Finance by Brealey – Myers

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

| 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.   | <b>2 Sessions of 3 Hours Each</b> |
| 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.   | <b>2 Sessions of 3 Hours Each</b> |
| 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.   | <b>2 Sessions of 3 Hours Each</b> |
| 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. | <b>2 Sessions of 3 Hours Each</b> |

| 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><b>2 Sessions of 3 Hours Each</b></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&amp;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><b>2 Sessions of 3 Hours Each</b></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><b>1 Session of 3 Hours Each</b></p>  |
| 8     | <p>Case Studies and Presentations</p>  | <p><b>2 Sessions of 3 Hours Each</b></p> |

## **Reference Books**

### **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.

**SEMESTER III**  
**BANKING**

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

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



|    |  |                                  |
|----|--|----------------------------------|
| 07 | <b>Regional Trade Agreements and Free Trade Agreements (RTA and FTA)</b><br><br>a) NAFTA<br>b) EC<br>c) ASEAN<br>d) COMESA<br>e) LAC<br>f) Others – Case Study   | <b>1 Session<br/>of 3 Hours</b>  |
| 08 | <b>Trade Theories and relevance in International Business</b><br><br>a) Absolute advantage<br>b) Comparative advantage<br>c) Competitive advantages<br>d) Purchasing power points<br>e) PLC theory<br>f) Others – Case study | <b>1 Session<br/>of 3 Hours</b>  |
| 09 | <b>International Logistics and Supply Chain</b><br><br>a) Concepts and Practice<br>b) Components of logistics and impact on trade<br>c) Others – Case Study  | <b>1 Session<br/>of 3 Hours</b>  |
| 10 | <b>International HR Strategies</b><br><br>a) Unique Characteristics of Global HR<br>b) HR – Challenges<br>c) Ethical Issues<br>d) Regulator, Aspects of HR<br>e) Others - Case Study   | <b>1 Session<br/>of 3 Hours</b>  |
| 11 | Emerging Developments and Other Issues: Growing concern for ecology; Counter trade; IT and international business.   | <b>1 Session<br/>of 3 Hours</b>  |
| 12 | <b>Case Studies and Presentations</b>  | <b>2 Sessions<br/>of 3 Hours</b> |

### 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

**Strategic Management 100 marks (15 Sessions of 3 Hours Each) Sem III**

| SL.No | Particulars  | Sessions                                  |
|-------|--|---|
| 1     | Introduction to Strategic Management   | <b>1 Session<br/>of 3 Hours<br/>Each</b>  |
| 2     | Strategic Management Process : Vision, Mission, Goal, Philosophy, Policies of an Organisation  | <b>1 Session<br/>of 3 Hours<br/>Each</b>  |
| 3     | Strategy, Strategy as planned action, its importance, Process and advantages of planning Strategic v/s Operational Planning  | <b>1 Session<br/>of 3 Hours<br/>Each</b>  |
| 4     | <b>Strategy Choices</b><br>Hierarchy of Strategies<br>Types of Strategies<br>Porter's Generic Strategies<br>Competitive Strategies and Strategies for different industries and company situations<br>Strategy Development for Non-profit, Non-business oriented organizations<br>Mckinsey's 7 S Model: Strategy, Style, Structure, Systems, Staff, Skills and Shared values. | <b>2 Sessions<br/>of 3 Hours<br/>Each</b> |
| 5     | <b>External and Industry Analysis</b><br>General Environment<br>Industry / Competitive Environment<br>Identifying industry's dominant features<br>Porter's Five Forces of Competitive Analysis<br>Analytic Tools: EFE Matrix and CPM   | <b>1 Session<br/>of 3 Hours<br/>Each</b>  |
| 6     | <b>Internal Analysis</b><br>Assessment of Company Performance<br>Management & Business Functions Framework<br>Other Frameworks for Organisational and Internal Analysis<br>Analytical Tool: IFE Matrix   | <b>1 Session<br/>of 3 Hours<br/>Each</b>  |
| 7     | <b>Strategy Analysis and Formulation Tools</b><br>SWOT Matrix<br>SPACE Matrix<br>BCG Matrix<br>IE Matrix<br>GE – McKinsey Matrix<br>Grand Strategy Matrix<br>Strategy Mapping and the Balanced Scorecard   | <b>1 Session<br/>of 3 Hours<br/>Each</b>  |
| 8     | Growth Accelerators: Business Web, Market Power, Learning based.<br><br>Management Control, Elements, Components of Management Information Systems   | <b>1 Session<br/>of 3 Hours<br/>Each</b>  |

|    |   |   |
|----|---|---|
| 9  | <b>Strategy Evaluation and Control</b><br>Performance Measurement and Monitoring  | <b>1 Session<br/>of 3 Hours<br/>Each</b>  |
| 10 | Financial Projections and Financial Impact of Strategies  | <b>1 Session<br/>of 3 Hours<br/>Each</b>  |
| 11 | <b>Miscellaneous Management Topics</b><br>Social Responsibility<br>Environmental Sustainability<br>Value Chain Analysis<br>Economic Value Added (EVA)<br>Market Value Added (MVA)<br>Strategic Issues in a Global Environment | <b>2 Sessions<br/>of 3 Hours<br/>Each</b> |
| 12 | Case Studies and Presentations  | <b>2 Sessions<br/>of 3 Hours<br/>Each</b> |

**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

**International Banking 100 marks University Assessment (15 Sessions of 3 Hours Each) Sem III**

| <b>SL.No</b> | <b>Particulars</b>   | <b>Sessions</b>                   |
|--------------|--|-----------------------------------|
| 1            | Global trends and developments in international banking, international financial institutions - IMF, IBRD, BIS, IFC, ADB, WTO  | <b>2 Sessions of 3 Hours Each</b> |
| 2            | International trade finance, documentary credit practices, correspondent banking, routing of documents through banks, credit against invoice, UCPDC 600, Letter of Credit, endorsing the documents, legal remedies, recourse to issuer and recovery, seller's credit, bilateral/ counter trade | <b>2 Sessions of 3 Hours Each</b> |
| 3            | Factoring services - assignment of invoices, responsibilities of a factor, pooling and routing of invoices, processing of very high volumes of transactions, payment and recovery mechanisms   | <b>2 Sessions of 3 Hours Each</b> |
| 4            | Payment mechanisms in international banking transactions, ACH and other arrangements, foreign currency transactions, settlement, reconciliation and fund transfer for cross border transactions  | <b>2 Sessions of 3 Hours Each</b> |
| 5            | Asset liability management to manage foreign currency liabilities on behalf of clients   | <b>1 Session of 3 Hours Each</b>  |
| 6            | FEMA and regulatory framework in India, international regulation   | <b>1 Session of 3 Hours Each</b>  |
| 7            | International loan agreements, covenants and clauses, NRI services, import financing, payments and remittances in foreign currency   | <b>1 Session of 3 Hours Each</b>  |
| 8            | Raising international debt, agreements, ECB, FCNR, project/ infrastructure/ long term finance, FDI, loan arrangements through EXIM Bank  | <b>1 Session of 3 Hours Each</b>  |
| 9            | Foreign exchange management and regulatory control of central bank   | <b>1 Session of 3 Hours Each</b>  |
| 10           | Case Studies and Presentations   | <b>2 Sessions of 3 Hours Each</b> |

**Reference Text**

International Banking Operations – IIBF – MacMillan Publishers  
International Banking – Legal & Regulatory Aspects – IIBF – MacMillan Publishers  
International Corporate Finance – IIBF – MacMillan Publishers

**Merchant Banking 100 marks (15 Sessions of 3 Hours Each) Sem III**

| <b>SL.No</b> | <b>Particulars</b>  | <b>Sessions</b>                   |
|--------------|---|-----------------------------------|
| 1            | Introduction to merchant banking functions - issue management, regulatory supervision - Companies Act, SEBI, SERA, FEMA provisions                        | <b>2 Sessions of 3 Hours Each</b> |
| 2            | Project appraisal, costing, means of financing, long term sources - capital issue, FDI, PE, Venture Capital etc.  | <b>2 Sessions of 3 Hours Each</b> |
| 3            | Entities supporting issue - underwriter, banker to issue, registrar and brokers   | <b>2 Sessions of 3 Hours Each</b> |
| 4            | Permissions from regulators, issue prospectus, pricing and approval, book building process, issue management, underwriting arrangement                    | <b>2 Sessions of 3 Hours Each</b> |
| 5            | Book building process, green shoe option, private placement with FIs, MFs, FIIs, etc., Issue of ADR and marketing with FII, NRIs etc., credit syndication | <b>3 Sessions of 3 Hours Each</b> |
| 6            | Bought our deals, mergers and acquisitions, sell off and splits   | <b>2 Sessions of 3 Hours Each</b> |
| 7            | Case Studies and Presentations  | <b>2 Sessions of 3 Hours Each</b> |

**Reference Text**

Merchant Banking – H.R Machiraju – New Age International Publications  
The Merchant Bankers – Joseph Wechsberg

**Microfinance & Financial Inclusion 100 marks (15 Sessions of 3 Hours Each) Sem III**

| <b>SL.No</b> | <b>Particulars</b>   | <b>Sessions</b>                   |
|--------------|--|-----------------------------------|
| 1            | Introduction to microfinance   | <b>1 Session of 3 Hours Each</b>  |
| 2            | Innovative models to support development                               | <b>1 Session of 3 Hours Each</b>  |
| 3            | Regulatory framework to deal with microfinance credit and transactions | <b>1 Session of 3 Hours Each</b>  |
| 4            | Financial services offered to support microfinance initiatives         | <b>2 Sessions of 3 Hours Each</b> |
| 5            | Evaluation of microfinance initiatives - profitability and efficiency  | <b>2 Sessions of 3 Hours Each</b> |
| 6            | Loan disbursement and repayment schedules to suit the model            | <b>2 Sessions of 3 Hours Each</b> |
| 7            | Risk management for microfinance                                       | <b>1 Session of 3 Hours Each</b>  |
| 8            | Delinquency issues in microfinance                                     | <b>1 Session of 3 Hours Each</b>  |
| 9            | Example of microfinance models   | <b>2 Sessions of 3 Hours Each</b> |
| 10           | Case Studies and Presentations   | <b>2 Sessions of 3 Hours Each</b> |

**Reference Text**

Microfinance and Financial Inclusion – S.Teki and R.K Mishra – Academic Press

**Entities in Banking World and Role of a Banker 100 marks (15 Sessions of 3 Hours Each) Sem III**

| <b>SL.No</b> | <b>Particulars</b>   | <b>Sessions</b>                   |
|--------------|--|-----------------------------------|
| 1            | Retail banks<br>Interaction with a retail bank branch manager or relationship manager                      | <b>2 Sessions of 3 Hours Each</b> |
| 2            | Forex dealers<br>Interaction with a forex dealer   | <b>2 Sessions of 3 Hours Each</b> |
| 3            | Trade finance entities<br>Interaction with a wholesale banker or trade finance manager<br>Factoring agents | <b>2 Sessions of 3 Hours Each</b> |
| 4            | Interaction with a factoring service provider<br>Regulators and Central Banks                              | <b>2 Sessions of 3 Hours Each</b> |
| 5            | Interaction with Reserve Bank Executives – DBOD<br>Interaction with Reserve Bank Executives – FEMA         | <b>2 Sessions of 3 Hours Each</b> |
| 6            | Branch Manager<br>Merchant Banker<br>Forex Dealer<br>Wholesale Banker                                      | <b>3 Sessions of 3 Hours Each</b> |
| 7            | Case Studies and Presentations   | <b>2 Sessions of 3 Hours Each</b> |

International Banking Operations – IIBF – MacMillan Publishers  
The Merchant Bankers – Joseph Wechsberg

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

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



|   |   |   |
|---|---|---|
|   | 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<br><br>Price Yield Relationship |   |
| 5 | <b>Fixed Income Risk Measures</b><br>Bond Duration, Modified Duration<br>Bond Convexity<br>Price Value of Basis Point (PVBP)  | <b>2 Sessions<br/>of 3 Hours<br/>Each</b> |
| 7 | Case Studies and Presentations  | <b>2 Sessions<br/>of 3 Hours<br/>Each</b> |

**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

**Derivatives Products & Strategies 100 marks (15 Sessions of 3 Hours Each) Sem III**

| <b>SL.No</b> | <b>Particulars</b>  | <b>Sessions</b>                           |
|--------------|---|---|
| 1            | Exotic Options<br>Asian Options, Bermudan Options, Forward Start Options<br>Barrier Options, Shout Options, Chooser Options                               | <b>2 Sessions<br/>of 3 Hours<br/>Each</b> |
| 2            | Lookback Options, Cliquet / Reverse Cliquet Options<br>Napolean Options, Ratchet Options<br>Exchange Options, Binary / Digital Options                    | <b>3 Sessions<br/>of 3 Hours<br/>Each</b> |
| 3            | Rainbow Options, Basket Options<br>Spread Options, Compound Options<br>Trading strategies involving derivatives for hedging, arbitrage<br>and speculation | <b>3 Sessions<br/>of 3 Hours<br/>Each</b> |
| 4            | Bull and Bear Spreads<br>Calendar Spread<br>Diagonal Spread   | <b>2 Sessions<br/>of 3 Hours<br/>Each</b> |
| 5            | Straddle<br>Strangle<br>Strap<br>Strip  | <b>2 Sessions<br/>of 3 Hours<br/>Each</b> |
| 6            | Call-Put Parity Conversion-reversal   | <b>1 Session<br/>of 3 Hours<br/>Each</b>  |
| 7            | Case Studies and Presentations  | <b>2 Sessions<br/>of 3 Hours<br/>Each</b> |

**Reference Text**

1. Options, Future & Other Derivatives – by John. C.Hull

2. Applied Derivatives – Richard .J. Rendleman, Jr

Special Focus on:

Chap: 2 -- PUT – CALL Parity

Chap : 3 & 4 -- Binomial Option Pricing Models

3. Option Volatility & Pricing – Sheldon Naten Berg

An excellent book from options trading perspective. A handout on option Greeks will be given to

students at the appropriate time.

4. The New Options Market – Max Ansbacher

Again an excellent book from option trading perspective. A handout on trading strategies will be given to the students.

5. Derivatives – The Wild beast of Finance – Alfred Steinherr

This books deals in detail with the following well-known disasters with Derivatives.

Metallgesellschaft – (Rollover Risk)

o Barings (LESSON'S – CASE) – Highly speculation & Leverages position in Derivatives

o Hedge Funds & the collapse of LTCM (Long Term Capital Management)

Derivatives & Risk Management – Rajiv Srivastava – Oxford Publications

Derivatives & Risk Management – Sundaram Janakiramanan – Pearson Publications

Options , Futures & Other Derivatives – John C Hull, Sankarshan Basu – Pearson

Publications

# **Summer Internship Project 100 Marks**

**SEMESTER IV**  
**BANKING**

**Management Control Systems 100 marks University Assessment (15 Sessions of 3 Hours Each) Sem IV**

| <b>SL.No</b> | <b>Particulars</b>   | <b>Sessions</b>              |
|--------------|--|------------------------------|
| 1            | <b>Financial goal setting</b><br>- Analysis of Incremental ROI<br>- Sensitivity Analysis -<br>Developing financial goals along organizational hierarchy<br>- Concept and technique of Responsibility Budgeting<br>- Analytical framework for Developing Responsibility Budgets<br>- Integrating Responsibility Budgets Integrating Responsibility Budgeting with MBO System. | <b>3 Sessions of 3 Hours</b> |
| 2            | <b>Organizational growth :</b><br>-Responsibility centers and profit centers<br>-Identification and creation of profit centers, profit centers as a control system<br>- Decentralization and profit centers.   | <b>2 Sessions of 3 Hours</b> |
| 3            | Mechanics of determining profit objectives of profit centers<br>- problems and perspectives of transfer pricing<br>- Linear - programming technique for determining divisional goals in a multidivisional company<br>- Problems of growth and corporate control.   | <b>3 Sessions of 3 Hours</b> |
| 4            | <b>Control in special sectors :</b><br>Scrap Control<br>- Control of R & D – Project Control<br>- Administrative Cost Control<br>- Audit - Efficiency Audit - Internal Audit<br>-Government Cost Audit<br>- Management Audit.<br>Financial Reporting to Management<br>Under conditions of price level change.<br>Objective and methodology.                                  | <b>3 Sessions of 3 Hours</b> |
| 5            | <b>Measurement of Assets Employed</b><br><br>- Application of MCS in Public Sector, Service Organization & Proprietary Organizations.  | <b>2 Sessions of 3 Hours</b> |
| 6            | Case Studies and Presentations   | <b>2 Sessions of 3 Hours</b> |

**Reference Text**

- Anthony & Govindrajana - Management Control Systems (TATA McGraw Hill)
- Maciaririllo & Kirby – Management Control Systems (Prentice Hall India)
- Management Control Systems – N. Ghosh (Prentice Hall India)

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

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

**Reference Text**

Innovation Management – Allan Afuah – Oxford Publications

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

## **Banking Technology & Payment Systems 100 marks (15 Sessions of 3 Hours Each) Sem IV**

### **Banking Technology**

| <b>SL.No</b> | <b>Particulars</b>   | <b>Sessions</b>                   |
|--------------|--|-----------------------------------|
| 1            | Introduction to various process flows in banking transactions, technology solutions to support these processes<br><br>Networking and security concerns in banking technology solutions, public key infrastructure, SSL layer and other solutions | <b>2 Sessions of 3 Hours Each</b> |
| 2            | Introduction to solutions used in payment processing, messaging, document archival, digital signature and fund transfers - RTGS, IFSC<br><br>E-commerce, online banking transactions, confirmation and payment gateways                          | <b>1 Session of 3 Hours Each</b>  |
| 3            | Credit cards, acquirers, MasterCard, Visa and AMEX networks, payment processes, commissions, credit card frauds and prevention   | <b>1 Session of 3 Hours Each</b>  |
| 4            | Core banking solutions, anywhere banking, branch operations management in core banking environment, approvals, processing, reconciliation and exception management   | <b>1 Session of 3 Hours Each</b>  |
| 5            | Technology in delivery channels, data mining, usage and regulatory restrictions<br><br>Disaster recovery, business continuity and roll back of transactions in case of system failure  | <b>2 Sessions of 3 Hours Each</b> |
| 6            | Threats, viruses and intrusion prevention security policies  | <b>1 Session of 3 Hours Each</b>  |

### **Reference Text**

Modern Banking Technology by Firdos Temurasp Shroff – Northern Book Centre  
Banking Services & Information Technology – R.K Uppal – New Century Publications



## Payment Systems

| SL.No | Particulars  | Sessions                          |
|-------|--|-----------------------------------|
| 7     | Introduction to instruments used for payment - cheques, DD, banker's cheque etc.<br><br>Holder in due course, cheque collection, clearing and discounting for early payment  | <b>1 Session of 3 Hours Each</b>  |
| 8     | Negotiable instruments act, concepts of negotiability, dishonour of cheques and legal remedies<br><br>Electronic payment solutions, service providers, network security, data security and account data protection                         | <b>1 Session of 3 Hours Each</b>  |
| 9     | Intrusion threats, identity theft, frauds and regulatory framework for prevention and safety of payment gateways<br><br>Credit and debit card transactions, networks, security and protection of card holder account, credit card defaults | <b>1 Session of 3 Hours Each</b>  |
| 10    | Automated clearing mechanism in US, business payments (NACHA)<br><br>Federal Reserve regulations - Uniform Commercial Code   | <b>1 Session of 3 Hours Each</b>  |
| 11    | Emerging trends in electronic payment processing systems - eCash etc.  | <b>1 Session of 3 Hours Each</b>  |
| 12    | Case Studies and Presentations   | <b>2 Sessions of 3 Hours Each</b> |

### Reference Text

Payment Systems – David B Humphrey – World Bank Publications  
Electronic Payment Systems for E – Commerce – Donal O’ Mahony, Michael A Peirce, Hitesh Tiwari

Payment Systems – James Brook – Aspen Publishers

**International Banking Regulations 100 marks (15 Sessions of 3 Hours Each) Sem IV**

| <b>SL.No</b> | <b>Particulars</b>   | <b>Sessions</b>                   |
|--------------|--|-----------------------------------|
| 1            | BASEL II - introduction to credit, market and operational risk, provisioning and reporting to regulators as per norms                              | <b>2 Sessions of 3 Hours Each</b> |
| 2            | AML - Anti Money Laundering - impact on client on-boarding, surveillance, detection of suspect transactions, blocking and reporting to authorities | <b>3 Sessions of 3 Hours Each</b> |
| 3            | FATCA - identification of accounts and investments by US nationals and reporting to US regulators  | <b>3 Sessions of 3 Hours Each</b> |
| 4            | US - Dodd Frank Act - consumer protection, OTC derivatives to exchanges, centralised data repository, Swap execution facility (SEF)                | <b>3 Sessions of 3 Hours Each</b> |
| 5            | Banking regulation in EU, UK and APAC  | <b>2 Sessions of 3 Hours Each</b> |
| 6            | Case Studies and Presentations   | <b>2 Sessions of 3 Hours Each</b> |

**Reference Text**

International Banking Operations – IIBF – MacMillan Publishers  
International Banking – Legal & Regulatory Aspects – IIBF – MacMillan Publishers  
International Corporate Finance – IIBF – MacMillan Publishers

**Implementing Derivatives Pricing Models 100 marks (15 Sessions of 3 Hours Each) Sem IV**

| <b>SL.No</b> | <b>Particulars</b>  | <b>Sessions</b>                   |
|--------------|---|-----------------------------------|
| 1            | Monte Carlo Simulation<br>Monte Carlo Simulation algorithms in Excel and VBA<br>Simulation of GBM, correlated GBM, and other processes -for simulating stock prices, interest rates | <b>5 Sessions of 3 Hours Each</b> |
| 2            | Implementing derivatives pricing models in excel VBA<br>Equity Options Pricing<br>Interest Rate Derivatives Pricing   | <b>4 Sessions of 3 Hours Each</b> |
| 3            | Currency Derivatives Pricing<br>Swaps Pricing<br>Valuation of MBS   | <b>4 Sessions of 3 Hours Each</b> |
| 4            | Case Studies and Presentations  | <b>2 Sessions of 3 Hours Each</b> |

**Reference Text**

1. Options, Future & Other Derivatives – by John. C.Hull
2. Applied Derivatives – Richard .J. Rendleman, Jr  
Special Focus on:  
Chap: 2 -- PUT – CALL Parity  
Chap : 3 & 4 -- Binomial Option Pricing Models
3. Option Volatility & Pricing – Sheldon Naten Berg

**Financial Risk Management 100 marks (15 Sessions of 3 Hours Each) Sem IV**

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

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

**Reference Text**

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

# **Industry Oriented Dissertation Project 100 Marks**

## **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 COE Semester End Examinations**

### **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)**

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:

- ❖ Reading, Introspection, Thoughtful Reflection, Group Discussions, Lectures, Field Work, Workshops, Counseling Sessions, Watching Educational and Informative Videos, Assignments, Live Projects, Case Studies, Presentations, Preparation for Examinations, Participation in academic and extra – curricular activities, inculcation of industry specific skills and training & development sessions.
- ❖ 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.
- ❖ A learner keeps on accumulating more credits as he completes additional courses.

## **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:**

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

**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 only on the basis of marks obtained; however 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)

$\Sigma$ **CG:** Sum of Product of Credits & Grades points

$\Sigma$ **C:** Sum of Credits points

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

$$\frac{\text{-----}}{\Sigma \text{C}}$$

**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 COE First Year First Semester**

**1 Credit = 30 Learning Hours**

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

| <b>Courses In Semesters</b>                               | <b>No of Learning Hours</b> | <b>Credits Per Course ( C )</b> | <b>Marks Obtained (%)</b> | <b>Grade</b> | <b>Grade Points (G)</b> | <b>∑CG = CxG</b> | <b>SGPA = ∑CG/∑C</b> |
|---|-----------------------------|---------------------------------|---------------------------|--------------|-------------------------|------------------|----------------------|
| Perspective Management                                    | 60                          | 2.5                             | 55                        | D            | 3                       | 7.5              | <b>85/20=4.25</b>    |
| Business Communication and Management Information Systems | 60                          | 2.5                             | 60                        | C            | 4                       | 10               |                      |
| Organisational Behaviour                                  | 60                          | 2.5                             | 70                        | A            | 6                       | 15               |                      |
| Financial Accounting                                      | 60                          | 2.5                             | 80                        | O            | 7                       | 17.5             |                      |
| Operations Management                                     | 60                          | 2.5                             | 50                        | E            | 2                       | 5                |                      |
| Marketing Management                                      | 60                          | 2.5                             | 55                        | D            | 3                       | 7.5              |                      |
| Managerial Economics                                      | 60                          | 2.5                             | 65                        | B            | 5                       | 12.5             |                      |
| Business Statistics                                       | 60                          | 2.5                             | 63                        | C            | 4                       | 10               |                      |
|   |                             |                                 |                           |              |                         |                  |                      |
| Total   | 480                         | <b>∑C=20</b>                    |                           |              |                         |                  |                      |
| <b>Credit Earned = 20</b>                                 |                             |                                 |                           |              |                         | <b>∑CG = 85</b>  | <b>Grade C</b>       |
| <b>Passes</b>   |                             |                                 |                           |              |                         |                  |                      |

**Credit Points and Grading Calculations for COE 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) | $\Sigma CG = C \times G$ | $SGPA = \frac{\Sigma CG}{\Sigma C}$ |
|---|----------------------|--------------------------|--------------------|----------|------------------|--------------------------|-------------------------------------|
| Perspective Management                                    | 60                   | 2.5                      | 55                 | D        | 3                | 7.5                      | -----                               |
| Business Communication and Management Information Systems | 60                   | 2.5                      | 60                 | C        | 4                | 10                       |                                     |
| Organisational Behaviour                                  | 60                   | 2.5                      | 70                 | A        | 6                | 15                       |                                     |
| Financial Accounting                                      | 60                   | 2.5                      | 80                 | O        | 7                | 17.5                     |                                     |
| <b>Operations Management</b>                              | <b>60</b>            | <b>2.5</b>               | <b>45</b>          | <b>F</b> | <b>1</b>         | <b>0</b>                 |                                     |
| Marketing Management                                      | 60                   | 2.5                      | 55                 | D        | 3                | 7.5                      |                                     |
| Managerial Economics                                      | 30                   | 2.5                      | 65                 | B        | 5                | 12.5                     |                                     |
| Business Statistics                                       | 60                   | 2.5                      | 63                 | C        | 4                | 10                       |                                     |
| Total   | 480                  | $\Sigma C=20$            |                    |          |                  |                          |                                     |
| <b>Credit Earned = 18</b>                                 |                      |                          |                    |          |                  | $\Sigma CG = 80$         | <b>Grade F</b>                      |
| <b>Fails</b>  |                      |                          |                    |          |                  |                          |                                     |

- ❖ **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 Operations Management, 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.**