

Course Manual

Master in Business Administration (Finance)

2024-2026

Recognized by:



JAWAHARLAL NEHRU UNIVERSITY



Arun Jaitley National Institute of Financial Management
(An Institute of Ministry of Finance, Government of India)

ABOUT INSTITUTE

The Arun Jaitley National Institute of Financial Management (AJNIFM) is a Center of Excellence specializing in capacity building of professionals in the fields of Public Policy, Financial Management and other governance issues for promoting highest standards of professional competence and practice.

AJNIFM was set up in 1993 as a registered society under Ministry of Finance, Government of India. To begin with it was mandated to train the officers recruited by the Union Public Service Commission (UPSC) through the Civil Services Examination and allocated to the various services responsible for managing senior and top management posts dealing with accounts and finance in the Government of India. In due course of time AJNIFM has become a premier resource center to meet the training needs of Central Government for senior and middle level of management too. AJNIFM also caters to the State Governments, Defence establishments, Banks and other Financial Institutions.

AJNIFM plays a pivotal role in governance and administrative reforms by providing a platform for interaction and exchange of ideas & experiences among officers from different organized services, different state governments and between personnel of civil and defense establishments.

Apart from capacity building, AJNIFM is also engaged in serious research studies in the areas of accounting, audit, financial management, parliamentary financial control and other issues related to public policy and delivery systems. The outcomes of such research studies are published and disseminated through Research Papers, Journals and Books.

The Union Finance Minister of Government of India is the President of the AJNIFM Society and Secretary (Expenditure), Government of India is the Chairman of the Board of Governors (BoG). The Director, AJNIFM is responsible for the administration and academic programs of the Institute. AJNIFM has a distinct advantage of an amalgamation of faculty from academics as well as from Government. The Academic Advisory Committee of the AJNIFM assists AJNIFM in all matters related to creating, maintaining and expanding academic, training and research environment. This committee also has eminent members from acclaimed academic fraternity of India. The Management Committee of AJNIFM handles the day to day affairs of the institute.

LONG TERM PROGRAMMES:

MASTER IN BUSINESS ADMINISTRATION (FINANCE)

Master of Business Administration (Finance): MBA (Finance) is a two-year full time residential programme. The programme is recognized & accredited by Jawaharlal Nehru University, New Delhi. The participants of the programme are enrolled with JNU which

will award the degree. The programme is open to fresh graduates as well as experienced candidates desirous of a career in the financial sector. The MBA (Finance) programme has been designed with the objective of developing trained professionals in the financial sector capable of occupying positions of responsibility in regulatory bodies, market intermediaries, banks, mutual funds, asset management companies, stock exchanges, commodity exchanges, and similar organizations in private and government sectors. The curriculum also consists of visit to Mumbai as well as Singapore wherein the participants avail an opportunity to interact with the professionals functioning at the apex level in the financial sectors such as RBI, SEBI, NCDEX, MCX, FIMMDA.

Master in Business Administration (Financial Management)

MBA (FM) is a two-year full time programme. The programme is recognized by Jawaharlal Nehru University, New Delhi. This programme is accredited to JNU. The participants of the programme are enrolled with JNU and the degree will be awarded by JNU. The programme is open to the officers at middle and senior levels, working with central and state government including Defence Services, public sector undertakings and autonomous organizations/ bodies. The programme is designed to enable the senior officers/ executives of the government and corporate sector to meet contemporary challenges in Financial Management including Public Financial Management.

PROFESSIONAL TRAINING COURSE (PTC)

The Professional Training Course is meant for the probationers of the participating Finance and Accounts Services of the Union Government. The programme is designed to equip the newly recruited Group 'A' officers of the Finance and Accounts Services for taking up higher responsibilities in the field of Public Financial Management

Post Graduate Diploma in Government Accounting & Internal Audit:

The Post Graduate Diploma in Government Accounting & Internal Audit Programme, is one year programme designed to upgrade the technical skills of officers of the Controller General of Accounts & organized accounting services of the various government departments in the areas of accounting, internal audit, information technology, general management etc.

CAPACITY BUILDING PROGRAMMES/MANAGEMENT DEVELOPMENT PROGRAMMES (MDPs)

AJ-NIFM conducts a large number of Capacity Building short-duration Management Development Programmes/ Executive Development Programmes in the areas of public expenditure management, budgeting, public financial administration, financial management, accounting, Internal audit, procurement, GST, IT, HR etc. The officers of Indian Economic Service (IES), Indian Statistical Service (ISS), Indian Telecom Service (ITS), other central and state government services, PSUs, municipal corporations, autonomous institutes and bodies participate in these MDPs/EDPs.

AJ-NIFM also conducts a few programmes under ITEC initiative of Ministry of External Affairs with participation of officials from many developing countries. Besides, AJ-NIFM also organizes a few mid-career programmes for officers of participating services with international attachments in US/UK/Canada etc.

GENERAL INFORMATION

THE CAMPUS

The Institute is located at Faridabad on a plot of land measuring over 40 acres on the Pali Road. The Institute building is beautifully landscaped, with a unique architectural design. Its sprawling lush green lawns, luxurious green cover around with perennial shrubs, flowers and trees make the Campus an ideal place for serious studies as well as recreation in the midst of nature.

ACCOMMODATION

The institute has two hostel buildings namely Ganga & Yamuna which can accommodate about 177 & 96 trainees respectively on single and double occupancy basis. In both these hostels:

1. Reverse osmosis water filters are installed in the hostel. Participants are advised not to drink unfiltered water.
2. Daily newspapers/magazines are available for reading in the Reading Room (Ground Floor) of the hostel.
3. Four washing machines have been installed in the Ganga Bhavan, first floor for use by the participants / trainee officers Room No. 249

HOSTEL RULES

1. This two-year Programme is a residential programme.
2. Participant's guest can visit between 5:00 PM to 9:00 PM. AJ-NIFM reserves the right of admission to the hostel. No guest can stay beyond 9:00 PM in the Hostel. If found otherwise disciplinary proceeding will be initiated against the participant.
3. **Participants are not permitted to have their guest, relatives and friends staying with them in their allotted rooms. However, the participants are required to inform one day in advance for booking of guest room for their family members/blood relations on payment basis.**
4. All participants are requested to remain in their allotted room after 10:00 PM. If found otherwise during inspection, disciplinary action will be initiated.
5. The security personnel /reception desk are under instructions to keep the entrance doors of the hostel locked from 11.00 PM to 5.00 AM. Entrance or exit during the said period will be allowed only with the prior approval of the hostel administration.
6. Hostel residents will be responsible for any loss or damage caused to the property of the Institute, whether movable or immovable, either by themselves or their spouse, relatives, or visitors.

7. The residents are expected to allow employees of the hostel administration to access their rooms for cleaning, repair, maintenance, and security purposes.
8. The residents are not allowed to assign any personal work to the employees of the hostel.
9. **In order to conserve energy & water, the residents are expected to switch off the lights, fan etc. and close the bathroom and washbasin taps after use. They should switch-off the main switch while leaving their room. Power consumption charges will be paid by the participant as per their actual consumption.**
10. Any music system or electrical appliance which causes disturbance and inconvenience to others is prohibited in the hostel premises.
11. Installation of electrical appliances such as TV, Fridge, etc. are strictly prohibited in the allotted rooms by the hostel residents.
12. Pets are not allowed in the hostel.
13. **Participants who have been permitted station leave by the Programme Chair /Director must inform the hostel administration before leaving through movement register kept at hostel reception in which departure and arrival time will be recorded. Participants are not expected to stay outside the Hostel/Campus overnight without prior permission of the competent Authority.**
14. Particulars of all the motor vehicles (cars, scooter, motorcycle) owned by residents of the hostel must be intimated to the Hostel Administration. Their parking in the campus will be the solely at the risk and responsibility of the owner. AJ-NIFM will be in no way responsible for any loss or theft of the vehicle.
15. The residents at the hostel campus should take care of their personal belongings. In case of loss of key of furniture /fixture or room, the cost of replacement of the same will be chargeable from the resident. The residents are advised **not to** keep cash and valuables in their rooms. The Institute will not be responsible for any loss or damage in this regard.
16. Hostel Administration reserves the right to inspect the hostel **room at any time.**
17. Participants should take the Breakfast, Lunch, and Dinner in the Mess only.
18. Catering facilities (on payment basis) are available in the Dining Hall of the Institute's hostel as per timings given below:
 - a. Morning Tea 6.00 AM to 6:30 AM
 - b. Breakfast 8.00 AM to 9.30 AM
 - c. Lunch 1.00 PM to 2.30 PM
 - d. Dinner 8.00 PM to 9.30 PM
19. Cooking of any food item in the hostel room is not permitted.

20. Participants should be discouraged from giving tips to the employees as they are paid for their duties.
21. **Consumption of alcoholic drinks, narcotics or any kind of intoxicant is strictly prohibited in the hostel premises. Those found violating this rule are liable for immediate expulsion from the hostel.**
22. Participants can use pantry at Ganga hostel mess to cater the small requirements on payment basis.
23. For any assistance participants can contact Officer-In-charge of the hostel.
24. Mess Charges shall be given to the mess contractor in advance every month

HOSTEL: DO'S & DON'TS

Do's

1. Hostel Accommodation is meant for participants of various residential training programmes and other institutional guest.
2. Keep your room locked at all times while moving out.
3. Read the notice board (both at the Administration Block and the Hostel).
4. Enter your complete details in the in-out register.
5. Keep your contact details updated in the Hostel records.
6. Follow the Student Hand Book/hostel Rules and Regulations.
7. Keep your rooms/washrooms/common area neat and tidy at all times.
8. Dress appropriately at all times.
9. Hostel Personnel provides round the clock assistance through reception. Therefore, all the inmates are requested to make use of assistance.
10. All participants are requested to remain in their allotted rooms by 9:00 p.m.
11. Contact Official Hostel-Incharge. Warden in case of any problem/emergency.

Don'ts

1. Accommodate your guests in your allotted room; guests can be accommodated in guest accommodation with prior permission as per hostel norms.
2. Play loud music, party inside the room/hostel premises without permission.
3. Create disturbance in the corridors.
4. Smoke, consume alcohol or indulge in substance abuse.
5. Keep valuables or heavy cash in your rooms.
6. Damage hostel property or assets.
7. Stay outside AJ-NIFM Campus without Permission / Leave.

8. Light lamps/candles, carry crackers or burn/burst crackers in and around the hostel premises.
9. Waste water or electricity.
10. Cook inside the rooms.
11. Be inappropriately dressed outside the room/dining room/common area.

List of items in single bed-room of hostel for the participants

S.No.	Name of Item	Quantity	Remarks
1	Cot	1	
2	Mattress	1	
3	Pillow	1	
4	Pillow Cover	1	Change of Linen once in a week
5	Bed Sheet	1	Change of Linen once in a week
6	Blanket/Quilt	1	
7	Bed Cover	1	
8	Towel	1	Change of Towel twice in a week
9	Study Table	1	
10	Study Chair	1	
11	Easy Chair	1	
12	Bed Side Table	1	
13	Curtain	3	
14	Hangers	4	
15	Waste-Paper Basket	1	
16	AC with Stabilizer	1	
17	Water Jug	1	
18	Glass	1	
19	Coaster	1	
20	Bucket	1	
21	Mug	1	
22	Patra	1	
23	Bathing Soap	1	Once on arrival
24	All Out machines with refill	1	as and when required
25	Room Air Freshener	1	as and when required

OFFICERS' MESS

The Officers' Mess comprises of air-conditioned dining halls. The mess food (on payment basis) is provided by a contractor. The participants are expected to strictly observe the meal timings.

MEDICAL SERVICES

A medical officer (presently Dr. K.S. Jindal) visits the hostel every day from 2:00PM to 3:00PM at Room No.123 (except holidays and Sundays) to provide medical services to the participants at certain specified hours. He can also be contacted at odd hours in case

of emergency on telephone Nos.2417206 (Clinic) and 2284028 (Residence). Serious cases are referred to the Fortis Escorts Medical Centre on the advice of Dr. Jindal. Ayurveda Doctor will also be available in Room No.123 on Tuesday between 4:00 p.m. to 6:00 p.m.

AJ-NIFM LIBRARY

AJ-NIFM Library is committed to providing widest possible access to information and this commitment is reflected in the range of services provided by it. Its website <https://library.nifm.ac.in/> is linked to various online databases that are available from any device within the institute network. The Library work tirelessly to fulfill its mission to address the interests and needs of the institute, students, and participating members by providing and maintaining access to a collection of materials and electronic resources that addresses the interest and needs of the institute/library members.

AJ-NIFM Library is fully automated and has a collection of over 38,600 books on Finance, Management, Economics, Public Policy, Financial Management, Accounting, Computer and Taxation etc. In addition, AJ-NIFM library has invaluable collection of books on literature, fiction, etc., both in English and Hindi.

The library holds a rich collection of electronic resources which include different type of full-text on-line database(s) related to Social and Management Science covering more than 5000 Journals/Periodicals and E-books on different subjects. AJ-NIFM library also subscribes to Company and Industrial Database, and Socio-economic database for their users. The library is also providing different type of services viz circulation, reading facilities, mail alert service, reference and information service, database search service, document delivery, inter library loan, photocopying, orientation programs, Online Public Access Catalogue (OPAC), Current Awareness Services (CAS), and Research Assistance Service.

AJ-NIFM Library is a member of DELNET (Developing Library Network). It provides access to more than 3.5 crore records comprising of books, E-Journals, E-books etc. to facilitate their users/researchers.

Resources

1. Print

Print	Resources
Books	38644
Bound volume of periodicals	3422
Current subscribed journals	67
Non-book Materials	3308
Newspapers	22
Magazines	20

2. E-Resources—

E-Books	
McGraw Hill	https://bookshelf.vitalsource.com/explore
Kopy Kitab	http://ajnifm.kopykitab.com
Pearson	http://elibrary.in.pearson.com
Sage Publishing	https://etext.sagepub.in/etext
Full Text Database	
J-Gate Social & Mgt. Sc.	https://jgatenext.com/
EBSCO: Business Source Elite	http://search.ebscohost.com
JSTOR	http://www.jstor.org/
Sage Journals (29 Journals)	https://journals.sagepub.com/
Statistical Database	
CMIE Prowess IQ (CMIE)	http://prowessiq.cmie.com/
Economic Outlook (CMIE)	https://economicoutlook.cmie.com/
IndiaStat (Single User)	www.indiastat.com
Bibliographical Database	
DELNET	https://discovery1.delnet.in/
ISID Research Reference	https://db.isid.org.in/login
Library Website	
On-line Public Access Catalogue (OPAC)	https://library.nifm.ac.in/

3. Library Timings:

Monday to Friday	09:00 am to 09:00 pm
Saturday	10.00 am to 02.00 pm
Sunday and Gazette Holidays	Closed

COMPUTER FACILITIES**1. IT Infrastructure:**

- (i) **Computer Labs:** The institute has three Computer Labs. The computer Lab-1 and Lab-2 have a seating capacity of 55 and 62 persons respectively which are used for conducting online/hands-on classes for Long Term Courses, Management Development Programme and other short duration programmes. The third computer lab is a small computer lab with a seating capacity of 19 being used for research and practice purposes. All the labs have good quality Multimedia projectors for conducting practical classes.

- (ii) **Server Room:** There is a dedicated Server Room wherein all the servers have been installed together on different shelves in a closed server rack and are managed through KVM switch. To protect the network by filtering traffic and blocking outsiders from gaining unauthorized access to the user data, a Fortigate 400E firewall is mounted in an open rack which is further connected to all the manageable L3 & L2 network switches in the same rack. From these switches, the connectivity has been extended to all the buildings through fiber cable.
- (iii) **Desktops and Printers:** There are 283 Desktop Computers in the Institute. Out of which, 136 Desktop Computers are installed in Computer Labs. The Computer Lab-1 has Lenovo M910Z All-in-one desktops; Lab-2 has HP 400 G9 All-in-one desktops and Lab-3 have Lenovo M93p desktops. All Faculty Members / Officers / Staff members are issued Desktops for discharging their official duties.

The institute has 70 Printers which includes Multi Function (monochrome and color) Printers, Heavy Duty Network Printers and Standalone Printers.

2. **Internet Connectivity:** The Institute is connected to National Knowledge Network (NKN) with 1Gbps bandwidth, a state-of-the-art multi-gigabit pan-India network, meant for providing a unified high speed network backbone for all knowledge related institutions in the country. In addition, the institute has another internet connectivity of 250 Mbps from M/s BSNL to meet the redundancy in internet services.

The institute has robust LAN infrastructure that brings all the buildings (Admin building, Ganga Bhawan Hostel, Yamuna Bhawan Hostel, Executive hostel and the Residential Quarters) together through manageable switches which are further connected to NKN through firewall to cater uninterrupted internet connectivity to the users. The Internet connectivity has been provided in each room of Ganga and Yamuna Hostels through LAN and Wi-Fi.

3. **Wi-Fi Connectivity:** In addition to the wired net connectivity, a robust Wi-Fi Internet connectivity network established in Administrative Block and all Hostels (Ganga, Yamuna and Executive).
4. **Software:** The institute has advanced statistical and analytical software like SPSS, Tableau to strengthen its research and consultancy programme. In addition to this, Google Class Room Hosts is there for conducting online meetings/classes.

Software

1. Anti-Virus (QuickHeal Seqrite EPTS)
2. Microsoft Power BI Desktop
3. Tableau Desktop Professional Software
4. SPSS 29.0
5. Tally.Net subscription ERP 9.0
6. MS Office 2013
7. JAWS for Windows talking
8. Prowess (Server based)
9. Google Class Room Hosts for online meetings/classes.

Computer Lab-1 (55 users capacity)

Lenovo M910Z All-in-one desktop	Intel Core i5-7500, 8GB RAM, 3.4 GHz, 1 TB HDD, keyboard, USB Optical Mouse, 8X DVD-RW, Windows 10 prof.
Printer	HP 3015dn

Computer Lab-2 (62 users capacity)

HP ProOne 440 G9 All-in-one desktops	Intel i5, 3 GHz, 6 Cores, 16GB DDR4 RAM, 512GB SSD, 23.8" TFT Monitor, Standard keyboard & mouse, USB ports, audio ports, Network & Wi-Fi card, Webcam, Windows 11
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Computer Lab-3 (19 users capacity)

Lenovo M93p Desktop	Intel i5, 3.2 GHz with 6MB Cache, 4GB DDR3 RAM, 500GB HDD, 18.5" TFT Monitor, 104 keys keyboard, USB Optical mouse, 6 USB ports, audio ports, 8X DVD Drive, Network card, Windows 8 Prof with Media & Documentation
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The comprehensive information about the institute can be found on the institute's website at <https://www.ajnifm.ac.in>

SPORTS FACILITIES

Indoor games -Billiards, Table Tennis, Squash, Badminton, and other Recreational Facilities.

Outdoor games -Lawn Tennis, Volley Ball, and Basket Ball Besides Cricket and Football Ground.

Gymnasium facility-is also available in the sports complex which includes equipment like Treadmill, Cross Elliptical, Cycle, Twister, Four Station Gym Machine, Weights, Dumble Etc.

SPORTS FACILITIES

The Institute provides the following sports facilities:

1. **Indoor games** -Billiards, Table Tennis, Squash, Badminton, and other Recreational Facilities.
2. **Outdoor games** -Lawn Tennis, Volley Ball, Basket Ball, Cricket, and Football.
3. **Gymnasium facility**- is also available in the sports complex which includes equipment like treadmill, cross elliptical, cycle, twister, four station gym machine, weights, Dumbles etc.

RULES FOR USING SPORTS FACILITIES

1. Timings for sports complex in morning is from 6:00 AM to 9:00 AM and in the evening from 4:00 PM to 8:00 PM.
2. It will be mandatory for users to wear sports shoes/sports dress while playing.
3. Sports equipment are available and Institute does not charge for using them. However, any damage to equipment except normal wear and tear will be recovered from the participant causing damage.
4. All users must record their entry & exit to the sports complex in the sports register placed at the sports complex.
5. Participant may take the help of Sports Coach, whenever required.
6. Sports facilities are available on all days except on National Holidays & a few Gazette Holidays.
7. Every player must give chance to other players in que after playing two games.
8. The use of sports facility is on chargeable basis. The fee is charged @ Rs. 200/- per month or Rs. 500/- per quarter.

TRAINING SCHEDULE AND REGULARITY IN THE CLASS

- a. The duration of the Course is two year wherein there will be 18 months of classroom teaching including one week of domestic and one week international attachment, two months of summer Internship and four months of main project/dissertation followed by viva-voce. Market simulation through Bloomberg and Thomson Reuters and other Research Database.
- b. Participants are expected to observe absolute punctuality and regularity in attendance in all the activities of the Institute including classes, lectures, tests, organized programmes of entertainment, out-door visits, social functions and formal and informal dinners.
- c. 75% attendance in each paper and 80% aggregate attendance is the minimum required attendance by every participant. Participants should note that failure to attain prescribed attendance requirements may result in debarring them from appearing at the examinations.
- d. Participants are expected to follow the dress code for both formal and informal occasions. They will no doubt appreciate that whatever may be

the occasion, dressing up properly and elegantly at all times goes to enhance their personality appeal. They are also expected to appreciate that the Institute belongs to them and its dignity must always remain uppermost in their mind.

- e. Each participant will be issued an Identity Card which should be worn as a lapel card. The Identity Card should be shown to the Security personnel when called upon to do so. Loss of the Identity Card should be reported to the Faculty Incharge (Administration) / Security Officer immediately. Fresh Identity Card will be issued on payment of Rs 100/-.
- f. Participants may meet the Director in his office after checking up availability with the PS to Director through Programme Director, MBA (Finance).

CLASS REPRESENTATIVE

The Class Representative works as the interface between the participants and the course administration. The duties and responsibilities of the Class Representative include:

- i) To ensure smooth conduct of classroom sessions: He / She should ensure that the electrical fixtures, the computer, the LCD Projector, the P.A. system etc., installed in the lecture hall are fully functional in the morning. If any of the equipment malfunctions or the designated person does not turn up, it should immediately be reported to the Course Authorities.
- ii) If a session is to be engaged by a visiting faculty, the Class Representative shall introduce the visiting faculty before the session, unless the Subject Coordinator himself/herself chooses to introduce the Guest Faculty. The Class Representative is also expected to propose the vote of thanks to the Guest Faculty after the session is over. Thereafter, the Guest Faculty has to be escorted to the Subject Coordinator's chamber or has to be seen

off if the Guest Faculty chooses to leave immediately. The Guest Faculty should be seen off upto flag post in front of the Institute's building.

- iii) In case, attendance is not taken by the faculty in a session, the Class Representative shall mark the attendance and have it signed by the Subject Coordinator before passing it on to the Programme Office.
- iv) To bring to the notice of the course authorities any issue of immediate importance concerning participants.
- v) Any other duty that may be assigned to him/her by the Programme Director / Programme Chair, MBA (Finance).
- vi) The Class Representative shall be appointed by Programme Chair, MBA (Finance).

DOMESTIC & INTERNATIONAL ATTACHMENT:

Only those students will be eligible for the visits to Singapore and Mumbai who have completed the mandatory attendance requirements for all the preceding semester i.e, 75% attendance in each subject and 80% attendance in aggregate.

FEE:

The participants are expected to submit the course fees by the stipulated dates as communicated in the brochure. If the course fee is not submitted on time, then a fine of Rs.500/- per day may be charged for the first 10 days. After the stipulated date and extended time period, if the fee has still not been paid by the participant, then the participant would be debarred from the Course. However, in special circumstances, the case may be presented by the participant to review by the competent authority.

PLACEMENT:

Placement is not a mandatory obligation of the Institute. Only those candidates will be considered for the placement assistance by the Placement Cell and the Institute who fulfills the basic criteria of having (i) 75% attendance in each subject and 80% attendance aggregate and (ii) have passed all the eight NISM Certification Examinations.

Placement will be considered deemed to be availed by the participant if the job offer is made by the prospective employer. The participant will not be offered any further opportunity to appear for any other job interview.

EXAMINATION POLICY

I. Continuous Evaluation – Pattern for all Long-Term Programmes:

The Continuous Evaluation carry 50% weightage in each subject in a term and would be of 50 marks for full-credit papers and 25 marks for half-credit papers.

Full Credit Papers:

S. No.	Components	Frequency Per Module	Component Marks
1)	Quiz (including surprise quiz)	02	10
2)	Class Test (including surprise test)	02	20
3)	Group Presentation	01	10
4)	Assignment, Case Studies etc.	01	10

Half Credit Papers:

S. No.	Components	Frequency Per Module	Component Marks
1)	Quiz (including surprise quiz)	01	05
2)	Group Presentation / Class Test	01	10
3)	Assignment, Case Studies etc.	01	10

II. End-Term Examinations:

The Term Examination will carry 50% weightage and would be of 100 marks for full-credit papers and 50 marks for half-credit papers.

i) Format of Question Paper:

Full Credit:

Q. No.	Questions to attempt	Maximum Marks	Marks per Question	Set of Question Papers
1)	Multiple Choice Questions/ Short Questions (Compulsory)	20	2	2
2)	Case- Study (Compulsory)	20	20	
3)	Long Questions (Attempt 6 out of 8)	60	10	
Total Marks		100		
Duration of Exam		3 Hours		

Half Credit:

Q. No.	Questions to attempt	Maximum Marks	Marks per Question	Set of Question Papers
1)	Multiple Choice Questions/ Short Questions (Compulsory)	10	2	2
2)	Case- Study (Compulsory)	10	10	
3)	Long Questions (Attempt 3 out of 5)	30	10	
Total Marks		50		
Duration of Exam		2 Hours		

III. Project Work:

The project will be of 200 marks and will be evaluated by the Internal Expert and the External Expert.

IV. Eligibility for Appearing in Examination:

A minimum of 80% classroom attendance in aggregate in each term is must for making a participant eligible for appearing in the examination for that particular term. However, to be eligible to appear in a subject paper, a minimum 75% classroom attendance is necessary in particular subject in a term.

V. Criteria for Passing

Participants will have to score a minimum of 40% marks in Continuous Evaluation and End-Term Examination separately in each subject and 50% in aggregate of all the papers.

a) Criteria for passing NISM Series Examination

The participants will have to score a minimum Of 60% marks in NISM Series Examination.

FIRST YEAR**Syllabus****First Term**

S.No.	Papers	Paper Code	Credits/ Sessions	Page No.
1.	Financial Institutions and Markets	101	3 / 40	21-23
2.	Business Economics	102	3 / 40	24-25
3.	Financial Accounting	103	3 / 40	26-27
4.	IT Application in Finance	104	3 / 40	28-29
5.	Legal Aspects of Business	105	3 / 40	30-32
6.	Business Communication	106	1.5/ 20	33-34
	Total Credits		16.5	
	Total Sessions / hrs.		220	

Second Term

S.No.	Papers	Paper Code	Credits/ Sessions	Page No.
1.	Cost & Management Accounting	201	3 / 40	36-38
2.	Financial Management	202	3/40	39-40
3.	Quantitative Methods	203	3 / 40	41-43
4.	Securities Operations & Risk Management	204	3 / 40	44-46
5.	Principal of Management & Organizational Behaviour	205	3 / 40	47-49
6.	Values and Ethics	206	1.5/ 20	50-51
	Total Credits		16.5	
	Total Sessions / hrs.		220	

Third Term

S.No.	Papers	Paper Code	Credits/ Sessions	Page No.
1.	Financial Econometrics	301	3 / 40	53-54
2.	Bank Management	302	3 / 40	55-58
3.	Financial Services	303	3 / 40	59-60
4.	Fixed Income Securities & Credit Ratings	304	3 / 40	61-63
5.	Foreign Exchange Management & Currency Markets	305	3 / 40	64-65
6.	Equity Research	306	1.5 / 20	66-68
	Total Credits		16.5	
	Total Sessions / hrs.		220	

Fourth Term

S.No.	Paper	Paper Code	Credits/ Sessions	Page No.
1.	Investment Banking	401	3 / 40	70-71
2.	Financial Valuation and Modelling	402	3 / 40	72-73
3.	Mutual Funds	403	3 / 40	74-76
4.	Commodities Market Operations	404	3 / 40	77-78
5.	Alternative Investments	405	3 / 40	79-80
6.	Research Methodology	406	1.5/ 20	81-82
	Total Credits		16.5	
	Total Sessions / hrs.		220	

S. No.	Paper		Credit
1	Summer Internship	08 Weeks	-
	Total Credits		-

Second Year
Syllabus

Fifth Term

S.No.	Paper	Paper Code	Credits/ Sessions	Page No.
1.	Technical Analysis	501	3 / 40	84-85
2.	Financial Derivatives	502	3 / 40	86-88
3.	Wealth Management	503	3 / 40	89-90
4.	Regulatory Environment for Financial Sector	504	3 / 40	91-93
5.	Behavioral Finance	505	1.5 / 20	94-95
6.	International Trade and Finance	506	1.5/ 20	96-97
	Total Credits		15	
	Total Sessions / hrs.		200	

Sixth Term

S.No.	Paper	Paper Code	Credits/ Sessions	Page No.
1.	Data Analytics Applied Financial Lab	601	3 / 40	99-100
2.	Merger & Acquisition	602	3 / 40	101-102
3.	Corporate Governance	603	3 / 40	103-104
4.	FinTech	604	3 / 40	105-106
5.	Entrepreneurship	605	1.5 / 20	107-108
6.	International Financial Services Centre Regulations	606	1.5 / 20	109-110
	Total Credits		15	
	Total Sessions / hrs.		200	

Project Work

S. No.	Paper	Duration (Minimum)	Credit	Page No.
1	Project Work/Dissertation and Viva Voce	16 week	6	111
	Total Credit		6	

Attachments

S.No.	Paper	Duration (Minimum)	Page No.
1	Domestic Attachment - Mumbai	One (01) week	111
2	International Attachment - Singapore	One (01) week	

Mandatory Certifications – NISM (6 Certifications)

S. No.	Certifications	Subject	Credits
1	NISM Series V A	Mutual Fund Distribution (Level 1)	3
2	NISM Series VII	Securities Operations and Risk Management	
3	NISM Series VIII	Equity Derivatives	
4	NISM Series IX	Merchant Banking	
5	NISM Series XA	Investment Adviser (Level 1)	
6	NISM Series XV	Research Analyst	

Duration of the Programme	:	24 Months
Total Credits	:	105

FIRST TERM

FINANCIAL INSTITUTIONS & MARKETS

Course Code: MBA (Finance) 101

OBJECTIVE

To provide an overall understanding of Indian Financial System. It aims at discussing the different components of Indian Financial Systems viz., Financial Institution, Financial Markets and Financial Instruments. The curriculum would help participants to develop a broad understanding of the various markets comprising the Indian Financial System in a global context and the roles played by various institutions in the functioning of this system as well as the financial instruments.

COURSE LEARNING OUTCOME

After completion of this course, the participants will be

1. Well conversant with the Indian Financial System
2. To Understand the concept of flow of funds in the economy

3. to understand and Analyze the role of various markets in financial intermediation
4. Appreciate the roles of various market regulators in Indian Financial System
5. Appreciating the role and contribution of major financial institutions in the growth of the economy.
6. Appreciate the functioning of Money Markets ,Capital Markets & Debt markets and Understand the financial instruments

Module	Course Learning Outcome
1	Understanding the Financial System, its components and the interlinking of these components to build an ideal Financial System
2	Structure of Money Market as a sub-system of Financial Market. Role of Money Market in making the short leg of the financial market efficient.
3	Structure of Capital Market and the role it plays in building the long leg of the Financial Market. The sub-components, instruments, participants and their roles.
4	Structure of the Debt and Forex Market and the role it plays in strengthening the Financial Market. The instruments, participants and their roles.
5	Structure that strengthen the trading, clearing and settlement process of the primary and the secondary markets
6	The Dynamics of Financial Markets and Institutions and the future of Financial World.

CONTENTS

Module 1: Financial System and Economic Development

- Introduction to Financial Markets;
- Financial Intermediation;
- Financial Regulation - aspects and institutional framework in India;
- Primary Financial Institutions of India-its framework & their Roles in the Economic Development of India;
- Interest rate – basic components;
- Concept of Flow of funds in Economy

Module 2: Money Markets & their Financial Instruments

- Introduction to Money market and its functions in an economy;
- Money market instruments - call money and notice money;

- Introduction: Commercial papers (CPs), Certificate of deposits (CDs), TB's, CBLO;
- Commercial bills, repos and its basic regulatory framework.

Module 3: Capital Market

- Introduction to Capital Markets
- Features of Primary Market –focus : IPO, FPO, ASBA;
- Secondary Market – Its features and importance in overall development;
- Merchant Banking-its role;
- Right Issues & Book Building.
- Pre & Post issue obligations

Module 4: Debt Markets & Foreign Exchange Market

- Introduction to debt market
- History of debt market in India
- Types of instruments traded in debt market -Private and PSU
- Introduction to Foreign Exchange Market- concept & organization;
- Regulatory aspects of FOREX Market in India;
- Various participants /players in the Foreign Exchange Market i.e Banks, Brokers etc.

Module 5: Depository & Custodians & Other Financial Services

- Introduction to Depositories in India-NSDL & CDSL
- Features & Functions of depositories
- Introduction to Insurance, Re-Insurance & Banca-Insurance;
- Introduction to the Role of Credit Rating agencies - Basics

Module 6: Changing Financial Markets Scenario & NBFCs

- Payment Banks and its role in market;
- New entrants: small banks and micro finance banks etc. in India.
- Introduction & Types of NBFCs
- Role & Functioning of NBFCs; RBI Guidelines for NBFC

Suggested Readings

- Indian Financial System Paperback – by M Y Khan(Core Book).
- Indian Financial System - Jaydeb Sarkhel, Seikh Salim.
- Indian Financial Markets: An Insider's Guide to How the Markets Work (Elsevier and IIT Stuart Center for Financial Markets Press) - by Ajay Shah (Author), Susan Thomas (Author),

Michael Gorham (Author).

BUSINESS ECONOMICS
Course Code: MBA (Finance) 102

OBJECTIVE

This paper focusses on a few simple but powerful economic concepts that enable us to explain features of financial markets. The paper also demonstrates the process of important link between the financial system and the performance of the aggregate economy. It will give the students an understanding how countries perform over a period of time.

COURSE LEARNING OUTCOME

1. Broad conceptual frameworks that will enable students to understand and comment upon real economic issues like inflation, money supply, GDP and their interlinkages.
2. Critical evaluation of various macroeconomic policies in terms of a coherent logical structure.

Module	Course Learning Outcomes
1	Understanding Macro Economic Fundamentals and their Application for Business and Policy Making
2	Integration Between Financial and Economics. Market Models Fundamentals.
3	Mathematical Fundamentals for Applying Course Knowledge in Real World Problems

CONTENTS**Module 1: Economics for Financial Markets – Introduction**

- Why Study Money, Banking, and Financial Markets;
- An Overview of the Financial System;
- Understanding Interest Rates and its behavior;
- The Risk and Term Structure of Interest Rates.

Module 2: Monetary Theory

- The Demand for Money;
- The Keynesian Framework and the ISLM Model;
- Monetary and Fiscal Policy in the ISLM Model;
- Aggregate Demand and Supply Analysis;
- Transmission Mechanisms of Monetary Policy: The Evidence;
- Money and Inflation.

Module 3: Central Banking and the Conduct of Monetary Policy

- Structure of Central Banks;
- Multiple Deposit Creation and the Money Supply Process;
- Determinants of the Money Supply ;
- Tools of Monetary Policy;
- Conduct of Monetary Policy: Goals and Targets;
- Foreign Exchange Market.

Module 4: Models of Securities Prices in Financial Markets

- Single-Period Models;
- Multiperiod Models;
- Continuous-Time Models;
- Fundamentals of Equilibrium Models;
- CAPM;
- Multifactor Models.

Module 5: Sovereign Rating

- Parameters of Sovereign Rating;
- Parameters affecting the Sovereign Rating of a country;
- Case Study

Suggested Readings:

- Economics: Principles & Applications by Gregory Mankiw (Core Book)
- Financial Economics by Zvi Bodie, Robert C. Merton , David Cleeton
- Fundamental Methods of Mathematical Economics by Chiang, Wainwright
- Case Study
- The Capital Asset Pricing Model: Theory and Evidence (<https://www.aeaweb.org/articles?id=10.1257/0895330042162430>)
- <https://opentextbc.ca/principlesofeconomics/>
- Class notes

FINANCIAL ACCOUNTING
Course Code: MBA (Finance) 103

OBJECTIVE

To provide the students a thorough understanding and grounding of Accounting Process, Financial Statements, Analysis and Interpretation of Financial Statements, Stock Accounting, Financial Reporting Standards issues relating to Finance.

COURSE LEARNING OUTCOME

1. Understanding the Principles of Recording and Accounting
2. Financial Statement Interpretation and Analysis

Module	Course Learning Outcomes
1	Understand the need for financial statements, differentiate between capital and revenue
2	Understand the accounting flow from transactions to financial statements
3	Analyze financial statements using trend analysis, common size statements and ratios, quantitative analysis
4	Statement of Cash Flows – An additional analytical tool, supplementing Ratio Analysis, a quantitative tool
5	Analyze an Annual Report, from the qualitative angles
6	Understand the modern reporting requirements, corporate actions and sources of accounting information

CONTENTS**Module 1: Accounting Process and Principles**

- Users of Accounting information and their information needs;
- Accounting Concepts, Conventions and Assumptions;
- Accounting Process;
- Rules of Debit and Credit and Accounting Equation;
- Financial Reporting Standards.

Module 2: Corporate Financial Statements

- Legal Requirement relating to preparation of Financial Statements of Companies:

A. Profit & Loss Account

- Features of Profit and Loss Account and its preparation;
- Understanding the various items of Profit

and Loss Account and their treatment.

B. Balance Sheet

- Features of Balance Sheet;
- Understanding the various items of Balance Sheet and their treatment;
- Notes to Accounts and Accounting Policies.

C. Cash Flow Statement

- Understanding, Construction and interpretation of Cash Flow Statement.

Module 3: Annual Reports

- Contents of Annual Report; Auditors' Report;
- Directors' Report; Corporate Governance Report;
- Segment Reporting; Value Reporting;
- Cases: Any two annual reports shall be discussed.

Module 4: Analysis of Financial Statements

- Common-size Financial Statement;
- Ratio Analysis; Liquidity Ratios, Solvency Ratios, Activity Ratios & Profitability Ratios, Market Test Ratios; Ratios Useful for Shareholders and Investors; Du-Pont Analysis; Altman's Z score;
- Economic Value Added; Balanced Score Card.

Suggested Readings:

- Financial Accounting – A Managerial Perspective, R Narayanaswamy, 6/e, PHI, 2017 (Core Book)
- Financial Statement Analysis and Security Valuation, Stephen H Penman, 4/e, McGraw Hill, 2014
- Beginner's Guide to Ind-AS & IFRS, Kamal Garg, 3/e, Bharat Law House, 2019
- Ind AS Balance Sheet, Vishal Thakkar & Ramanujam Narayan, TV 18, 2018
- Forensic Audit, Kamal Garg, Bharat Law House, 2019
- How to Detect and Investigate Financial Frauds and Accounting Gimmicks, Virendra Pamecha, Xcess Infostore, 2017

IT APPLICATION IN FINANCE
Course Code: MBA (Finance) 104

OBJECTIVE

Whether one works for a Fortune 500 Corporation, a small company, a government agency, or a non-profit organization, if he/she reads this paper the chances are that he/she uses Microsoft Excel in his/her daily work. Their job probably involves summarizing, reporting, and analyzing data; it might also involve building analytical models to help their employer in increasing profits, reducing cost or just managing operations more efficiently. This paper is meant to develop the skills of computer applications in the Finance.

COURSE LEARNING OUTCOME

1. Grip over Excel Functions, Tools and Features
2. Integration of inbuilt features of Excel and translation of them into meaningful financial models

Module	Course Learning Outcomes
1, 2	Grip over Excel Functions, Tools and Features
3,4,5	Integration of inbuilt features of Excel and translation of them into meaningful financial models
6	Student shall be able to explore power point presentation and develop dynamic ppt

CONTENTS**Module 1: Microsoft Excel as a tool for Financial Analytics**

- Introduction MS Excel;
- Navigate Worksheets and Workbooks;
- Excel's keyboard shortcuts;
- Hyperlinking;
- Working with Ranges.

Module 2: Using Excel Functions

- Excel functions:
 - **Math's:** Sum, Sumif, Sumifs, ABS, EXP, Sumsquared and Sumproduct
 - **Statistical:** Average, Averageif, Averageifs, Count, Counta, Countif, Countifs, Countblank, Max, Min, Large, Small, Stdev, Stdevp, Var, Varp, Correl, Covar
 - **Financial:** FV, PV, PMT, IPMT, PPMT, CUMIPMT, CUMPRINC, Rate, Nper, Effect, Nominal, NPV, IRR and FVSchedule
 - **Logical:** And, Or, If and Iferror
 - **Lookup:** Vlookup, Hlookup, Match, Index, Offset and

Choose

- **Text:** Left, Right, Mid, Len, Upper, Lower, Trim, Proper, Exact, Find and Concatenate
- **Date & Time:** Date, Day, Month, Year, Today, Now, Weekday, Weeknum Edate and Eomonth
- **Information:** Isnumber, Istext, Isblank and Iserror

Module 3: Working with Charts

- Creating a Chart with Chart Wizard;
- Moving & Resizing a Chart; Changing a Chart Type;
- Formatting Category & Value Axis Data;
- Formatting a Data Series;
- Creating Dynamic charts.

Module 4: Working with Excel Application

- Data Validation;
- Conditional Formatting;
- Text to Columns.

Module 5: Data Analysis and Business Modelling

- Histogram analysis;
- Descriptive analysis;
- Covariance & correlation analysis;
- Regression analysis;
- What if analysis;
- Solver;
- Loan amortization model;
- NPV model;
- Ratio analysis model;
- Macros;
- VBA.

Module 6: Introduction to MS Power Point

- Introduction MS Power point;
- Defining templates;
- Formatting;
- Applying animations.

Suggested Readings

- Microsoft Excel 2019 Data Analysis and Business Modeling by Wayne. L. Winston, PHI (Core Book).
- New Perspectives Microsoft® Office 365® & Excel 2019 Comprehensive by Patrick Carey .
- New Perspectives Microsoft® Office 365 & Excel 2016: Comprehensive by Parsons

LEGAL ASPECTS OF BUSINESS
Course Code: MBA (Finance) 105

OBJECTIVE

Law is a fundamental part of business and business has always been intertwined with the law and legal regulations; these are becoming more complex as the competition intensifies. Sustainable business model facilitates business continuity, transparency, enhances accountability and public trust. Due compliance of laws and regulations is a business necessity; violations erode the corporate reputation. This paper will inform the participants of laws impacting the business and make them compliance-ready.

COURSE LEARNING OUTCOME

1. Understanding of Business Legal Framework
2. Understanding of Various Business Laws and their implications in real-time business

Module	Course Learning Outcomes
1	Orientation of the participants to the Indian Legal System, Salient Features of Indian Constitution, Globalization of Trade laws, Sensitization on Applicable and Governing Laws
2	Participants will be given an overview of various Constituent Business Laws of India
3	Participants will be given an overview of Consumer Protection Act, IT Act and Arbitration & conciliation Act and their interface with Business Contemporary
4	Overview of striking provisions of companies Act 2013, Governance and Administration of Company issuance of Securities, Accounting and Finance

CONTENTS**Module 1: Introduction to Indian Legal System**

- Relevance and importance of regulatory institutions in laying out the framework for business
- Introduction to the Indian legal system, salient features of the Constitution of India, Structure of Judiciary, Executive and the Legislature
- Globalization of Trade laws
- Difference between applicable and governing laws; criminal and civil laws

Module 2: Business laws**A. Contract Act**

- Importance of Contract Act in business
- Concept of Contract, written and oral contracts

- Essentials of a valid contract, offer, acceptance, consideration; Capacity to Contract; Consent
- Performance of contract and Discharge of Contract
- Breach of contract and Remedies

B. Sale of Goods Act

- Importance of Sale of Goods Act
- Important definitions
- Sale and Agreement to Sale; Sale and Possession; Conditions and Warranties
- Sale by Sample, sale by description
- Payment of Price; Risk of Loss/Damage Liability
- Rights of unpaid Seller; Pledge, Hypothecation and Mortgage
- *Caveat Emptor*

C. Negotiable Instruments Act

- Important definitions
- Characteristics and Types of Negotiable Instruments
- 'Holder' and 'Holder in due course' and privileges
- Crossing of cheque
- Dishonour of Cheque and Remedies

Module 3: Commercial laws

A. Consumer Protection Act, 1986 as amended in August 2019

- Important definitions and Concepts
- Central Consumer Protection Authority; Central Consumer Protection Council; Consumer Mediation Cell
- Consumer Grievance Redressal

B. Intellectual Property rights

- Intellectual Property Rights and its importance in trade and commerce
- Patents, trade secrets, trademarks, Industrial Designs Copyrights and Geographical Indications

C. Information Technology Act

- Important definitions
- E contract
- Cybercrimes and Penalties

D. Arbitration & Conciliation Act

- Alternate Dispute Resolution and Arbitration – importance in business and mechanism
- Domestic and International Arbitration

Module 4: Companies Act 2013

- Forms of Different Business Enterprise; Importance of Corporate Model of business
- Nature and kinds of company
- Formation of Companies- Concept of Separate Legal personality
- Doctrines -Lifting of Corporate Veil; Constructive Notice; Indoor Management; Ultra Vires
- Memorandum and Articles of Association
- Offer Documents & Issuance of Securities
- Membership, Share and Share Capital, Shares, Transfer and Transmission of shares;
- Accounts & Auditors
- Class Action Suit
- Meetings
- Board of Directors, Appointment and Cessation, Duties, Responsibilities and Liabilities of Directors, Independent Directors
- Liquidation of the companies

Suggested Readings

- Legal Aspects of Business – Adv R. R. Ramtirthkar – Himalaya Publishing House
- Legal Aspects of Business – Ravinder Kumar – Cengage Learning India Private Limited

BUSINESS COMMUNICATION
Course Code: MBA (Finance) 106

OBJECTIVE

The course is aimed at equipping the students with the necessary techniques and skills of communication to inform others, inspire them enlist their activity and willing cooperation in the performance of their jobs.

COURSE LEARNING OUTCOME

1. Strong hold over Effective Communication Skills
2. Understanding different facets of Business Communications and their appropriate application in a Business scenario

Module	Course Learning Outcomes
1	Orientation of the participants to the basics and theoretical frameworks of communication in the organization and introduce the cultural diversity in organizations.
2	The participant will appreciate the social aspects of communication in a dynamic organizational context.
3	The participants will practice the strategies of Effective Business Writing and Mass Communication.
4	The participants will practice the strategies of Effective Report Writing

CONTENTS

Module 1: Introduction to Corporate Communication

- Role of Communication in Business
- Objectives of Communication
- The Process of Human Communication
- Media of Communication Written Communication
- Oral Communication
- Face of Face Communication
- Visual Communication – Audio Visual Communication Skills
- Understanding Cultural Effects of Communication
- Barriers of Communication
- The Importance of Listening in the Workplace: Introduction, what is listening? Barriers to Listening, Strategies for Effective Listening.

Module 2: Managing Corporate Communication

- Formal Communication – Informal Communication
- Intra and Inter Personal Communication
- Johari Window and Transactional Analysis.

- Role of Emotions in Inter Personal Communication – Communication Styles
- Gateways to Effective Interpersonal Communication.

Module 3: Business Correspondence

- Guidelines for Written Business Communication:
- Significance of Business Correspondence,
- Essentials of Effective Business Correspondence Business Letter – Structure and Forms
- Business Meetings
- Telephone Communication
- Use of Technology in Business Communication, E-mail Messages.
- Mass Communication
 - Electronic Media
 - Print Media
 - Social Media

Module 4: Report writing

- Structure of reports: negative persuasive and special reporting
- Informal reports – proposals
- Formal reports
- Organization of press report.

Suggested Readings

- Beebe, Ivy, (2019), Communication: Principles for a life time (6th ed), Pearson.
- Boovee, Thill and Raina, (2019) Business Communication today (14th ed.), Pearson.
- Lehman, C.M., Dufrene D.D., & Sinha, M. (2016). BCOM: The South Asian Perspective on Business Communication (2nd ed.), NewDelhi: Cengage Learning.
- Lesikar, Flatley, et.al, (2015), Business Communication: Connecting in a digital world, New Delhi, McGraw Hill.
- Mukherjee, H. S. (2012). Business Communication (2nd ed.), New Delhi: Oxford University Press

SECOND TERM

COST & MANAGEMENT ACCOUNTING**Course Code: MBA (Finance) 201****OBJECTIVE**

This course provides an introduction to the fundamental concepts of cost and managerial accounting. The focus of the course will be on the accounting function internal to organizations. The way in which management accounting information affects the strategic and operational decisions within the organization will also be discussed.

COURSE LEARNING OUTCOME

1. Understanding of Costing dimensions in business
2. Understanding of Cost Control and Management decision-making

Module	Course Learning Outcomes
1.	Introduction to Cost and Management Accounting Meaning, Objectives and scope of Cost Accounting and Management Accounting; Cost Classification; Elements of Cost; Relationship between Management Accounting and Financial Accounting.
2.	Traditional costing system Activity Based costing system
3.	Marginal Costing compared with Absorption Costing; Contribution Margin; Break-even Analysis. Profit-volume Ratio and its Application.
4.	Optimum Utilization of Resources : Make or Buy, Evaluation of Orders, Multiple scarce resource problems, and Product sales pricing.
5.	The Budget Preparation : Budget Variances; Flexible Budgets Preparation of Functional Budget (for operating and non-operating functions); Cash Budget; and Master Budget.
6.	Various types of Standards, Setting of Standards, Basic concepts of Material, Labour and Overhead Standards and Variance Analysis.
7.	Responsibility Accounting Decentralisation. Cost, Profit and Investment centres

CONTENTS

Unit 1: Meaning and objectives of cost accounting

- Management Accounting: Differences from Financial Accounting.
- Cost concepts: material, labour and overheads;
- Preparation of cost sheet,

Unit 2: Accounting Systems

- Cost Accounting Systems
- Traditional costing system and Activity Based Costing system.

Unit 3: Profit Planning

- Variable-Cost and Fixed-Cost Behaviour
- Absorption versus variable costing
- Cost- Volume-Profit Analysis
- Break-even analysis
- Margin of safety
- Angle of incidence
- Sales mix analysis.

Unit 4: Decision Making

- Relevant and Irrelevant Costs for decision making
- Management decisions – fixation of selling price, exploring new market, make or buy
- Optimal use of Limited Resources: Product-Mix Decisions, Deletion or Addition of Products, Services, or Departments, Sell or Process further.

Unit 5: Cost Control

- Concept of budget and budgetary control
- Functional budgets, Cash budget, Fixed and Flexible budgets, Zero base budget, Master Budget.

Unit 6: Cost Analysis

- Standard cost and standard costing,
- Variance analysis – material, labour, overhead and sales variances,
- Standard costing & budgetary control.

Unit 7: Responsibility Accounting

- Decentralized organization and responsibility accounting.

- Responsibility centres: concept and characteristics, Divisional Performance Measurement, Transfer Pricing.

Suggested Readings:

- Pandey I M - Management Accounting, Vikas, Latest Edition.
- Horngren - Introduction to Management Accounting, Prentice hall, Latest Edition.
- Khan and Jain - Management Accounting, Tata McGraw-Hill, Latest Edition.
- M.N. Arora: Cost Accountancy: Vikash Publishing, New Delhi, Latest Edition.
- S.N. Maheshwari: Cost and Management Accounting: Publication Year: Latest Edition
- Jawaharlal: Cost accounting: Tata McGraw Hill, New Delhi. Latest Edition

FINANCIAL MANAGEMENT
Course Code: MBA (Finance) 202

OBJECTIVE

Financial Management aims to provide a conceptual foundation to the theoretical aspects of corporate finance. The end goal is to provide students with the tools necessary to conduct accurate financial analysis as well as to analyze financial scenarios.

The course will sensitize the students about the need for corporate financing for achieving fast growth and maximize shareholders value in the context of ever increasing competition thrown up by liberalization and globalization of Indian economy.

It is expected that after pursuing this course the students will be able to develop competencies in identifying opportunities/areas for effectively managing the corporate finance structure.

COURSE LEARNING OUTCOME

1. Understanding of Basics of Money Management
2. Understanding of Sourcing and Applications of Long-term and Short-term Funds
3. Strategic Financial Decisions in business environment

Module	Course Learning Outcome
1	Trace the evolution of corporatization in India, Ownership Structures
2	Identify capital expenditure aspects in various Indian companies
3	Understand the sources of capital and fundraising style of Indian companies
4	Understand the distribution style of Indian companies (PSUs, family-run business, professionally own companies) and MNCs
5	Corporate Actions by Indian companies

CONTENTS

Module 1: Foundation of Finance

- Goals and Functions of finance;
- Applications of Time Value of Money.

Module 2: Capital Budgeting: Techniques and Applications

- Determination of Relevant Cash Flows;
- Capital Budgeting Techniques and their application;

- Capital Budgeting under conflicting situations;
- Investment Decision under Risk and Uncertainty.
- Module 3: Working Capital Management and Overview**
 - Nature of Working Capital and its component;
 - Computation of Working Capital requirement;
 - Management of Working Capital.
- Module 4: Cost of Capital and Valuation of Securities**
 - Finding the Cost of Capital for various sources of finance;
 - Weighted Cost of Capital: Book Value and market Value Proportions.
- Module 5: Capital Structure**
 - Operating, Financial and Total Leverage FBIT-FPS Analysis;
 - Capital Structure Theories;
 - MM Hypothesis with and without taxes;
 - Capital Structure Decision Making.
- Module 6: Dividend Policy**
 - Dividend Policy - Theories, Mechanics and Practices of Dividend Payment;
 - Dividend Policy in India: Some Recent Evidence.

Suggested Readings:

- **Corporate Finance by Ross, Westerfield, Jaffe, Jordan & Kakani**
- Principles of Corporate Finance by Brealy, Myers, Mohanty, Allen and Mohanty
- Ascent of Money by Niall Ferguson
- Capital Ideas by Peter L Bernstein
- Announcements: Niti Aayog, Union Budget, Ministries, Economic Surveys
- Nobel Prize committee announcements w.r.t. Corporate Finance

QUANTITATIVE METHODS**Course Code: MBA (Finance) 203****OBJECTIVE**

The course covers topics in Quantity Methods with an emphasis on applications rather than theory. There are so many things in the financial markets which are explained by statistical tools. The concept of moving averages is a concept from Statistics. Similarly, there are concepts of random walk, averages, volatility of stock and many more concepts which derive their application from statistical techniques. Big data analysis is something where modern research is concentrated; this also derives its base from here.

COURSE LEARNING OUTCOME

1. Understanding of Mathematical and Statistical Tools for Quantitative Analysis
2. Understanding of Analytical and Inferential Techniques
3. Applications of these tools in business decision-making

L01: Participants will be able to assess and represent the problem in terms of a population with statistical tools learnt in the course and find their application in different kind of different data sets.

L02: Participants will be able to assess and analyze the situation in terms of variables to establish the relationship between them

L03: Application of regression in the field of financial markets: Participants will be able to decode and apply tools on real time problems and draw meaningful inferences

L04: Participants will be able to differentiate between parametric and non-parametric tests and exercise their application in financial markets.

CONTENTS**Module 1: Useful Mathematical Functions**

- Graphing and solving linear functions;
- Simultaneous equations;
- Simple Polynomials;
- Discrete and Continuous Compounding;
- Discounting - link to interest;
- logarithmic and exponential functions;
- Interpretation within a business context.

Module 2: Descriptive and Inferential Statistics

- Descriptive Statistics: data presentation;
- Frequency distributions;
- Measures of Central Tendency;
- Dispersion;
- Summaries of data and usefulness of trends, patterns and exceptions.

Module 3: Probability and Sampling Technique

- The concept of probability;
- Theory of distributions;
- Expected values;
- Probabilistic and Non- Probabilistic Sampling.

Module 4: Hypothesis Testing

- Hypothesis testing - Parametric and Non-Parametric approach;
- Confidence intervals - interpretation;
- Usefulness in business context.

Module 5: Parametric Data Analysis

- Regression analysis;
- Correlation, Scatter diagrams;
- OLS techniques;
- Interpretation of results;
- Multiple regression;
- Strengths of evidence - statistical testing;
- Link to decision - making in a business context.

Module 6: Big Data

- Data Definition;
- Understanding on Concepts and Tools Big Data;
- Applying analytical knowledge and skills to solve problem faced by different business firms.

Suggested Readings

Textbooks:

- Gupta S.P. (2017) : Statistical Methods, Sultan Chand & Sons, 45th Revised Edition

References:

- Stine and Foster, Statistics for Business (Decision making and Analysis), Pearson

- Levin and Rubin, Statistics for Management, Pearson.
- Keller, G. (2015). Statistics for Management and Economics. 10thEd. New Delhi. Cengage Learning.
- Black, K & Eldredge, D.L (Latest Ed.). Business & Economic Statistics Using Microsoft Excel. South-Western

SECURITIES OPERATIONS AND RISK MANAGEMENT**Course Code: MBA (Finance) 204****OBJECTIVE**

This course is designed to help the students in understanding the capital market trading, clearing, settlement and risk management processes of NISM. The students will also learn the eligibility criteria for membership of NISM, important regulatory aspects and valuation concepts.

COURSE LEARNING OUTCOME

1. Clear understanding of Stock Market Structure
2. Market Participants and their Roles
3. Operational Details
4. Trading, Clearing & Settlement Mechanism

Module	Course Learning Outcome
1	Understand Financial System with focus on regulators and market instruments
2	Operations of a Broker
3	Risk Management in Securities Market
4	Risk and Return Dynamics in Securities Market
5	Clearing and Settlement Process in Securities Market
	Rights of Investors

CONTENTS**Module 1: Introduction to the Securities Market & Broking Operations**

- Indian securities markets and its role in Indian economy;
- Structure of Securities market;
- Money market and its key features;
- Products traded in the securities market;
- Introduction to Asset Classes;
- Introduction to Derivatives;
- Types of investors;
- Issuers;
- Intermediaries;
- Regulators and regulatory framework;
- Types of participants (Hedgers, Speculators, Arbitrageurs);
- Roles of different participants;
- Trade life cycle;
- Front office operations;
 - Client on-boarding and registration

- KYC
- Unique Client Code
- Order management
- Order routing through the exchange
- Execution of trade
- Risk management practices;
- Surveillance mechanism;
- Back-office operations;
 - Trade enrichment
 - Trade allocation
- Clearing and settlement;
- Accounting;
- Information technology;
 - Regulatory compliances Trade confirmation/modification

Module 2: Risk Management

- Types of risks in financial markets & industries;
- Case studies pertaining to Risks;
- Risk Management practices;
- Capital adequacy requirements;
- Client account control;
- Margin requirements.
- Finding the Risk and Return of Securities – Ex-post and Ex-ante;
- Risk and Return on a Portfolio - 2 Security Case and 3 -Security Case: Capital Assets Pricing Model;
- Basic Quantitative and Statistical Concepts: Mean Median, Mode, Geometric Mean and Harmonic Mean, Net Present Value (NPV) and Internal Rate of Return (IRR).

Module 3: Clearing & Settlement Process

- Clearing process;
- Role of clearing agency in clearing of trades;
- Role of clearing banks in clearing of trades;
- Role of clearing members / Custodians in clearing of trades;
- Role of depositories and depository participants in clearing of trades;
- Clearing process for equities trading;
- Clearing process for derivatives trading;
- Settlement cycle;
- Settlement of Internet based trading and order placed on phone;
- Settlement of funds;
- Settlement of securities;
- Corporate actions adjustment;
- Auction of securities.

Module 4: Investor Grievances and Arbitration

- Redressal of investor grievance;

- Procedure of arbitration;
- Role of appellate arbitration.

Module 5: Other Services Provided by Brokers

- Services provided by brokers;
- IPO applications;
 - Collection of IPO application forms
 - ASBA facility
- Mutual fund trading through stock exchange;
- Portfolio management services provided by brokers;
- Research reports;
- Depository services; Margin trading.

Suggested Readings

- NISM SORM Work BOOK

PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR**Course Code: MBA (Finance) 205****OBJECTIVE**

The objective of the course is to provide an understanding of basic concepts, principles and practices of management. The aim is to inculcate the ability to apply multifunctional approach to organizational objective.

COURSE LEARNING OUTCOME

1. Understanding the Principles of Management
2. Application of Management Tools
3. Effective and Efficient utilization of resources in an business environment

Module	Course Learning Outcomes
1	To enable participants to understand the importance of all Management functions in organisation.
2	To understand the importance of staffing and the coordination of all levels in organization
3	To enable participants to describe how people behave under different conditions and understand why people behave as they do.
4	To facilitate the development of a perspective to diagnose and effectively deal with the issues of human behaviour in organisations.
5	To understand the dynamics of group and effectiveness of Team Work.
6	To understand how to effectively recognize and resolve human issues in organizational settings. To understand the ways to maintain Quality of Work Life. To identify the keys of managing successful organisational change and development.

CONTENTS**Module 1: Management, Planning and Organization**

- Meaning, Nature & Significance;
- Combination of Art & Science;
- Management as a Profession;
- Management Vs Administration;
- Levels of Management;
- Roles of Managers in Organizations;

- Contributions of Taylor, Fayol and Weber;
- Human Relations & Behavioural Schools-Hawthorne Studies;
- Nature, Scope, Objective and Significance of Planning;
- Elements and Steps of Planning;
- Decision Making and its steps;
- Nature & Significance of Organization.

Module 2: Staffing, Motivation, Leadership, Controlling and Coordinating

- Scope of Staffing Functions;
- Theories of Motivation;
- Theory X, Theory Y, Theory Z;
- Maslow's need hierarchy Theory;
- Leadership Styles;
- Elements of Managerial Control;
- Control Systems;
- Management Control Techniques;
- Effective Control Systems;
- Coordination: Concept, Importance, Principles and Techniques of Coordination;
- Concept of Managerial Effectiveness.

Module 3: Organisation Behaviour

- Introduction: Definition, Nature and Scope of O.B;
- Contributing Disciplines to O.B.;
- O.B. Process; Models of O.B;
- Individual Perspective: Personality; Attitudes, Learning;
- Motivation, Perception Behaviour.

Module 4 Group and Organisational Perspective

- Job Stress;
- Team Building;
- Communication;
- Organizational Change;
- Quality of Working Life (QWL);
- International Organizational Behaviour

Suggested Readings:

- Griffin & Moorhead (2017), Organisational Behaviour: Managing People and Organisations (11th ed.), CENGAGE Learning India Pvt. Ltd.
- Luthans, F. (2015), Organizational Behaviour: An Evidence Based Approach (13th ed.), McGraw-Hill Irwin.
- Nelson, D. L., Quick, J.C., & Khandelwal, P. (2016). ORGB: A South Asian Perspective (2ⁿ ed.), CENGAGE Learning India Pvt. Ltd.

- Pareek, U. and Khanna, S. (2016). Understanding Organizational Behaviour(4th ed.). New Delhi: Oxford University Press.
- Robbins, S. P., & Judge, T.A. & Vohra, N. (2015). Organizational Behaviour(16th ed.).New Delhi: Pearson Education.
- Singh, K. (2015). Organizational Behaviour: Text and Cases (3rd ed.),New Delhi: Vikas Publication.
- Vasishth, Neeru (2019), Principles of Management: Text and Cases(5th Ed.), New Delhi, Taxmann.

VALUES AND ETHICS
Course Code: MBA (Finance) 206

OBJECTIVE

This course has been designed to create a mind-set of value system and sensitize the students to the ethical standards in financial management. Some of the most challenging aspects of the Business decisions one will make in the future are the aspects of those decisions that involve values and morality. The course will expose students to develop an approach to ethical decision-making framework and will develop their sense of responsible judgment. The specific course objectives include ethical issues in business, to apply important concepts and frameworks for moral reasoning to complex business and financial issues.

COURSE LEARNING OUTCOME

1. Laying the correct foundation of the business
2. Strong Demarcation of Right and Wrong in business decision-making

Module	Course Learning Outcomes
1	Understand better how cultural influences affect ethical norms.
2	Identify, analyze and propose solutions to ethical issues facing financial and business managers. Develop a framework to analyze the ethical framework surrounding business cases.
3	Express a reasoned sense of balance and perspective between the often conflicting interests of shareholders, management, and customers.
4	Role of Organization Culture in Ethics and Structure of Ethics Management

CONTENTS**Module 1: Indian Ethos and Values**

- Model of management in the Indian socio-political environment;
- Indian work ethos and Indian heritage in production and consumption;
- Indian perspective of values for managers.

Module 2: Introduction to Business Ethics

- Definition of Ethics and Business;
- Ethical Dilemma;

- Factors affecting the business ethics: Economics, Law, Environment, Technology, Development;
- Why ethics matters;
- Applying an ethical framework.
- Ethical Theories
- Process and framework of ethical decision-making in business;
- Cognitive barriers to a good ethical judgement.

Module 3: Ethics in Investment Profession

- Ethics and trust in investment profession;
- Importance of ethical conduct in investment industry;
- Ethical vs legal standards;
- Code of ethics;
- Standards of professional conduct;
- Application of standards.

Module 4: Role of Organization Culture in Ethics and Structure of Ethics Management

- Ethics Committee;
- Ethics Officers;
- CEO and Communicating ethics: evaluation and Ethical Audit;
- Corporate Governance and ethical responsibility;
- Transparency International and other ethical bodies;
- Whistle Blowing.

Suggested Readings:

- Albuquerque, Daniel,(2015), Business Ethics: Principles and Practices, Oxford University Press New Delhi.
- Boatright, John R., (2014), Ethics in Finance, 3rd Edition, Wiley-Blackwell.
- Governance, Business Ethics and Sustainability, - Institute of Company Secretaries of India, New Delhi, Hendry, John (2010), Ethics and Finance: An Introduction, Cambridge

THIRD TERM

FINANCIAL ECONOMETRICS
Course Code: MBA (Finance) 301

OBJECTIVE:

The course covers topics in time series analysis with an emphasis on applications rather than econometric theory. The aim of the course is to equip students with a working knowledge of important econometric techniques used in macroeconomics, international finance, and financial economics. To make students learn how to make forecasts and to evaluate how accurate those forecasts are:

COURSE LEARNING OUTCOME

1. Integrating the statistical tools economic principles
2. Understanding Econometric Modeling
3. Understanding Forecasting Models

Module	Course Learning Outcomes
1	Understand the basics of econometrics using a two-variable regression analysis along with an overview of its applications
2	Advancing the understanding of regression analysis using Multiple variable regression models. Appreciate the difference between two-variable and multiple variable regression models
3	Develop the skill of reading, comprehending and interpreting the research papers and analytical reports on corporate finance.
4	Appreciate various time-series characteristics of the data and how to handle numerous issues associated with it.
5	Comprehend more technical application of time series data and its application in advancing the research of various problems
6	Develop competency in the use of different databases and make use of it at appropriate need of the hour.

CONTENTS**Module 1: Single-Equation Regression Models**

- The Nature of Regression Analysis;
- Two-Variable Regression Analysis: Some Basic Ideas;
- Two-Variable Regression Model: The Problem of Estimation.

Module 2: Multiple Linear Regression Models

- Two-Variable Regression: Estimation and Hypothesis Testing;
- Multiple Regression Analysis: The Problem of Estimation;
- Multiple Regression Analysis: The Problem of Inference.

Module3 Financial Analytics

- Different tools to make predictive analysis of firm's profitability;
- Making Credit Scores for Firms.

Module 4: Time Series Econometric- Basic Concept

- Stochastic Process;
- Test of Stationarity;
- Unit Root test;
- Cointegration test.

Module 5: Time Series Forecasting

- Approaches of Time Series Forecasting;
- AR, MA, and ARIMA Models;
- Modeling Trend and Seasonality;
- Measuring volatility in Time Series.

Module 6: Understanding of some Data Bases

- Bloomberg;
- Prowess;
- Thomson Reuters.

REFERENCES**Textbooks:**

- D.N. Gujarati and D. Porter, Basic Econometrics, 5th ed., New York: McGraw-Hill Publ. Co., 2008

Suggested Readings:

- Stock, J.H. and Watson, M.W., Introduction to Econometrics, Pearson, 2015.
- Christopher Dougherty, Introduction to Econometrics, 4th edition, OUP, Indian edition.
- G. Casella and R.L. Berger, Statistical Inference, 2nd ed., Duxbury, 2002.
- J.M. Wooldridge, Econometric Analysis of Cross Section and Panel Data, MIT Press, 2002.
- J.M. Wooldridge, Introductory Econometrics: A Modern Approach, 5th ed., Southwestern College Publ., 2012.
- T. Amemiya, Introduction to Statistics and Econometrics, Harvard Univ. Press, 1994 ("Am").
- W.H. Greene, Econometric Analysis, 7th. ed., Upper Saddle River, NJ: Pearson Education (Prentice-Hall), 2012 ("Gr").
- Brooks, C. Introductory Econometrics for Finance, Cambridge University Press; Latest edition

BANK MANAGEMENT**Course Code: MBA (Finance) 302****OBJECTIVE**

The banking sector is not only the integral part of any financial system but it is the back bone of the financial system. Studying this paper will make the participants well versed with the Banking system in India, its regulation and legal framework, Operational exposure, Risk management in banks, Credit Management & Financing activities and an overview of International Banking and Trade Practices in India.

COURSE LEARNING OUTCOME

After completion of this course, the participants will be: –

1. Understand and appreciate Principles of banking & its operations
2. Role of banks and RBI in development of the Indian economy
3. Laws relating to the banking in India
4. Management of Assets & Liabilities
5. Principles and importance of Credit Management in Banks
6. Conducting of Banks international business
7. Appreciate how Banks Manage the NPA portfolio and Recoveries thereof
8. Understanding other related banking functions

Module	Course Learning Outcome
1	The learning of this module would cover the History of Banking in India; RBI and its Role/Function as Central Bank; The Regulatory System for Banks and the Laws relating to the banking system in India; Further Detailed discussion on the Negotiable Instruments Act & important rules including Rights and liabilities of various parties etc.
2	On concluding this module the participant would have knowledge about the Banks Balance Sheet and Profit & Loss Account, the Management of Assets and the importance of Cost of Funds & Transfer Pricing in Banks along with an overview of integrated treasury and Dealing room operations.
3	The participant would have gained knowledge on various types of Relationship between Bankers & Customers and Customer Account with Banks and Type of Deposit Accounts and their variances.

	Further knowledge will be gained on KYC and AML Guidelines. The retail banking activities would be discussed along with Understanding of priority sector liabilities & credit
4	Credit Management will be discussed in detail covering Banks Credit policy ,Principles of sound lending, Credit Appraisal/Pre-sanction appraisal and due diligence; Retail and Priority Sector; Analysis of financial statements and Assessment of Credit Various methods of lending followed by banks in India; Types of security & charges and importance Credit Rating. Further export credit & Non Fund Based business would be discussed along with case study on Credit Management.
5	An Overview of Exchange Controls in India ; Methods of payment to settle international trade; Remittances inward & Outward The role of RBI,EXIM Bank and ICC in international Trade transactions; Introduction to Forfaiting; Exchange Rate Mechanism. Other services provided by banks i.e Locker/safe deposit vault service Remittances, Drafts, ECS, NEFT/RTGS, Debit and credit cards etc. Concept of Retail Banking
6	Inputs and discussions on Management of NPAs & Recovery Management in Banks, Income Recognition and Assets Classification norms in India;:Legal and Non Legal remedies; Restructuring and SARFAESI act 2002; Discussion on various problems.

CONTENTS

Module1: An Overview of Banking System in India

- History of Banking in India;
- RBI and its Role/Function as Central Bank ; Regulatory System for Banks;
- Various RBI circulars & guidelines.
- Various other Laws relating to the banking system in India;
- Negotiable Instruments Act & important rules applicable for Negotiable Instruments including endorsements, crossings etc.;
- Rights and liabilities of various parties etc.
- Monetary & Credit policies
- Small Finance banks their roles
- NBFCs in Indian Banking Scenario, its Role & RBI guidelines

Module 2: Banks Balance Sheet and ALM

- Banks Balance Sheet and Profit & Loss Account;
- Asset Liability Management in banks and ALCO; Case study on ALM;
- Cost of Funds and profitability and Funds Transfer pricing in banks;
- An overview of integrated treasury and Dealing room

- operations; Technological initiatives in banks
- Alternate delivery channels
- Module 3: Banking Customer Relationship, Retail banking & Priority Sector**
 - Relationship between Bankers & Customers;
 - Types of Relationships;
 - Type of Customers;
 - Customer Account with Banks and Type of Deposit Accounts and variances;
 - KYC and AML Guidelines & KYC Documentation;
 - Concept of Retail Banking & retail banking activities
 - Understanding priority sector and priority sector credit
- Module 4: Credit Management in Banks: Policy, Exposure, appraisal, analysis, follow-up**
 - Banks Credit policy
 - Principles of sound lending;
 - Credit Appraisal/Pre- sanction appraisal and due diligence;
 - Retail Credit & Credit to Priority Sector;
 - Credit Rating of prospective borrowers;
 - Analysis of financial statements and Assessment of Credit requirements of businesses;
 - Various methods of lending followed by banks in India;
 - Introduction to CMA data and its forms;
 - Types of security & charges;
 - export credit
 - Post sanction and post disbursement monitoring and supervision of bank credit;
 - Pricing of Loans;
 - Non Fund Based business/credit focus on LCs & BGs;
 - Case study on Credit Management.
 - Factoring
- Module 5: International Banking Operations & Misc. other services by banks**
 - An Overview of Exchange Controls in India ;
 - Methods of payment to settle international trade;
 - Remittances inward & Outward
 - The role of RBI, EXIM Bank and ICC in international Trade transactions;
 - Introduction to Forfaiting;
 - Exchange Rate Mechanism.
 - Other services provided by banks i.e Locker/safe deposit vault service
 - Remittances, Drafts, ECS, NEFT/RTGS,
 - Debit and credit cards etc.
 - Concept of Retail Banking

Module 6: NPA & Recovery Management & IRAC Norms in Banks

- Management of NPAs,
- Recovery Management in Banks:
- Legal and Non Legal remedies;
- Substandard, doubtful & Loss assets etc.;
- Income Recognition and Assets Classification norms in India;
- Income recognition period;
- Restructuring of loans; SARFAESI act 2002;
- Discussion on various problems.

Suggested Readings:

- Text Book: Banking Law and Practice by PN Varshney
- Bankers Handbook on Credit Management by Taxmann (IIBF)
- Banking Law and Practice by Dr OP Gupta
- Banking Law & Practice by KP Kandasami or Sukhvinder Mishra
- Bank Management-Indian Institute of Banking and Finance
- Credit Appraisal Risk Analysis & Decision Making by DD Mukherjee
- Credit Appraisal & Analysis of Financial Statements by RK Gupta & Himanshu Gupta

FINANCIAL SERVICES
Course Code: MBA (Finance) 303

OBJECTIVE

This course is designed to help the students in understanding Financial Services that makes the biggest component of the financial system. Financial products and services are closely interwoven across the world. To qualify and stand as a good finance professional, it is imperative to closely understand the nitty gritty of Financial Services. The students will learn the purpose, process, legalities, taxation, accounting and most important the financial perspective of each Financial Service in the system.

COURSE LEARNING OUTCOME

1. Understanding the various dimensions of Financial Services in India
2. Applications of Leasing, Hire-purchase, Consumer Finance, Factoring, Forfaiting mortgaging and Credit Rating

Module	Course Learning Outcomes
1	Introduction to Financial Services
2	Leasing
3	Hire-purchase
4	Factoring & Forfaiting
5	Securitization & Mortgaging
6	Credit Rating

CONTENTS

Module 1: Introduction to Financial Services

- Introduction to Financial Services;
- Market Structure;
- Global Perspective;
- Market participants and their roles in Financial Services;
- Significance and economic purpose behind Global Financial Services;

- Risks associated with Financial Services.

Module 2: Leasing

- Types of Leasing;
- Structuring a lease;
- Lease – Legal Perspective;
- Lease – Accounting;
- Lease – Financial Perspective.

Module 3: Hire Purchase

- Concept of Hire-purchase;
- Hire-purchase – Legal Perspective;
- Hire-purchase – Accounting;
- Hire-purchase – Financial Perspective.

Module 4: Factoring & Forfaiting

- Types of Factoring;
- Factoring – Financial Perspective;
- Forfaiting – Financial Perspective.

Module 5: Securitization & Mortgaging

- Concept of Securitization;
- Types of Securitizations;
- Structuring a Securitized Product;
- Credit Enhancement Techniques (CET);
- Securitization – Legal Perspective;
- Principles and Types of Mortgaging.

Module 6: Credit Rating

- Concept of Credit Rating
- Types of Credit Ratings
- Credit rating agencies

Suggested Readings

- Financial Services, 10th Edition - by M. Y. Khan
- Financial Services, 2ed - by Dr R. Shanmugham

FIXED INCOME SECURITIES & CREDIT RATINGS**Course Code: MBA (Finance) 304****OBJECTIVE**

This course is designed to give the students an expertise and practical orientation towards Debt and Money market instruments.

COURSE LEARNING OUTCOME

1. Understanding of different Debt Instruments in the market
2. Decision-making on Debt Valuations, Yields and Selection of Debt Papers

Module	Course Learning Outcomes
1.	Introduction to Fixed Income Securities Overview of the Bond Markets. Different types of Fixed Income Securities. Cash Flow Structures of Bonds. Credit Ratings of Bonds Participants in the Debt Markets. Primary Markets Issuance for Government and Corporate Bonds. Trading, Clearing and Settlement in Secondary Markets.
2.	Bonds and Debentures Valuation of Bonds, Debentures, Warrants and Convertibles. Understanding Yield to Maturity, Yield to Call, Yield to Put, Yield to Worst, Current Yield and Realized Yield. Cash Flow Yield, Effective Annual Yield, Annual Pay Yield, and Bond Effective Yield. Bond theories of term structures: Pure Expectation, Liquidity Preference, Market Segmentation and Preferred Habitat theory. Understanding Yield Curve Shapes. Understanding Yield Spreads, Sovereign Spreads, Zero Volatility Spread, OAS Spread and Embedded Option Cost. Understanding Duration and Convexity. Macaulay's Duration, Modified Duration, Effective Duration, Key Rate Duration and Effective Convexity.
3.	Money Market Instruments Understanding T-Bills, Commercial Papers, Collateralized Borrowing and Lending Obligations, Certificate of Deposits, Triparty Repo Dealing and Settlement, Repurchase Agreement, Banker's Acceptance. Valuing Money Market Instruments. Trading, Clearing and Settlement of Money Market Instruments.
4.	Global Debt Markets Market Types and Participants.

	<p>Market Size and Instruments. Euro Bonds and Foreign Bonds. Green Bonds and CAT Bonds. Global Bond Indices.</p>
5.	<p>Fundamentals of Credit Analysis Credit Risk and Bond Ratings Seniority Ranking and Subordinated Debt. Capacity, Collateral, Covenants and Character. Evaluating Credit Quality. Credit Quality for Sovereign and Non-Sovereign Debt.</p>
6.	<p>Legal Tax and Regulatory Environment Debt Regulatory Environment in Financial Markets. Important Debt Regulations in Indian Securities Market. Taxation laws for Debt and Money Markets. G-Sec Act 2006; SEBI (Issue and listing of Debt Securities) Regulation 2008. Market Practices and Procedures.</p>

CONTENTS

Module 1: Introduction to Debt Instruments

- Concept of Debt;
- Terminologies in Debt Market;
- Credit Rating of Bonds;
- Types of Bonds;
- Market Participants.

Module 2: Bonds / Debentures

- Valuation of Bonds;
- Warrants and Convertibles;
- Bond Indices – I-Bex, Sovereign Bond Index;
- Yields – YTM, YTC, YTP, YTW, CY, RY;
- Bond theories;
- Yield Curve – Shift and Slope, ZCYC;
- Spreads – Yield Spread, Credit Spread, Z Spread, Sovereign Spread;
- Forecasting of Interest Rates;
- Duration, Modified Duration, Effective Duration, KRD (Key Rate Duration);
- Convexity, Effective Convexity, Forecasting with Convexity;
- Primary Market – Government and Corporate Bonds;
- Secondary Market - Trading, Clearing and Settlement.

Module 3: Money Market Instruments

- Instruments – T-Bills, CD, CP, CBLO;
- Valuation of Money Market Instruments;
- Discounting and Rediscounting process;
- Trading, Clearing and Settlement.

Module 4: Global Debt Market

- Global Instruments – Foreign Bonds, Euro Bonds, CAT Bonds;
- Foreign Bonds – Yankee, Bulldog, Samurai and Masala;
- Green Bonds; Euro Bonds;
- CAT Bonds;
- Global Debt market.

Module 5: Legal, Tax and Regulatory Environment

- Debt Regulatory Environment in Financial Markets;
- Important regulations on Debt in Indian Securities Market;
- Taxation laws for Debt & Money Markets;
- G-Sec Act 2006; SEBI (Issue and listing of Debt Securities) Regulation 2008 and Market Practices and Procedures.

Suggested Readings:

- NISM Fixed Income Securities Series XXII.
- Handbook of Fixed Income Securities by Frank Fabozzi.
- Kaplan Schweser Notes for Fixed Income Securities CFA Level I.
- Fixed Income Markets in India by Joydeep Sen.
- Bloomberg, RBI, CCIL and Investopedia websites.

FOREIGN EXCHANGE MANAGEMENT & CURRENCY MARKETS**Course Code: MBA (Finance) 305****OBJECTIVE**

This course is designed to help the students in understanding the advance concepts of Foreign Exchange market & currency derivatives, products and their applications as a risk management tool.

COURSE LEARNING OUTCOME

1. Currency as a unique asset class
2. Trading, Clearing and Settlement of Currency in OTC and Exchanges
3. Guidelines and Regulations related to currency market
4. Exotic Structures and Strategies

Unit No	Course Learning Outcomes
1	Types of Markets
2	Different currency market quotations
3	Derivatives Analysis
4	Exchange Rate Determination
5	Live currency trading

CONTENTS**Module 1: Foreign Exchange Markets**

- Forex Market-Wholesale and Domestic;
- Quotations- Direct, Indirect and Cross Currency;
- Various Kinds of Transactions and their settlement dates;
- Forward Rates;
- Swaps;
- Quotes for various kinds of Merchant Transactions;
- Early Delivery;
- Extension or Cancellation of Forward Contracts.

Module 2: Introduction to Exchange Rate Determination and Forecasting

- Purchasing power parity and interest rate parity;
- Relationship between PPP (Absolute, Relative, Expected) and IPP;
- Reasons for Deviation from PPP and IPP;
- Models of Exchange rate forecasting;
- The Demand and Supply Approach;
- The Monetary Approach;
- The Portfolio balance Approach;

- Introduction to currency markets;
- Exchange rates;
- factors affecting currency futures;
- Strategies using currency futures;
- Hedging, speculation, arbitrage;
- NISM's currency derivatives segment.

Module 3: Foreign Exchange Exposure

- Financial Accounting and Foreign Exchange-Currency Translation Methods;
- AS-8 and FAS 52;
- Transaction exposure;
- Managing Transaction and Translation Exposure;
- Designing a Hedging Strategy;
- Measuring & Managing Economic Exposure.

Module 4: Trading Futures and Options on Stock Exchanges

- Trading Futures - Pay-off of futures;
- Theoretical models for future pricing;
- Trading Options – option payouts;
- Option strategies;
- Determination of option prices and factors affecting option prices;
- Derivatives trading on NISM – using daily newspapers to track F&O;
- Settlement of F&O;
- Accounting and taxation;
- Exotic options;
- CFD, ES contracts.

Module 5: Trading, Clearing, Settlement and Risk Management in Currency Futures

- Eligibility and criteria;
- NSE membership – categories;
- Future contract specifications;
- Trading system, placing orders, client broker relationship;
- Clearing, settlement and risk management system through margins of different kinds, Clearing entities and settlement mechanism.

Suggested Readings:

- Currency Trading for Dummies: Brian Dolan
- NISM Currency Derivatives Book

EQUITY RESEARCH**Course Code: MBA (Finance) 306****OBJECTIVE**

This course is designed to give the students a practical orientation towards the principles of investment, pricing, valuation and portfolio management.

COURSE LEARNING OUTCOME

1. Understanding the dimensions of Equity Research
2. Descriptive Analysis of Equity and Decision-making

Module	Course Learning Outcomes
1	Introduction to equity research, Types of Research – Buy side research and Sell side research
2	Introduction to Capital Market – Primary & Secondary Market, Equity Market Overview
3	Framework of Fundamental Analysis – Macroeconomic Analysis and Industry Analysis
4	Company Analysis – Financial Statement Analysis
5	Risk & Return Analysis - Performing Characteristic Analysis and Descriptive Analysis, Concept of Absolute and Excess Utility
6	Valuation Methodologies – Absolute & Relative

CONTENTS**Module 1: Introduction to Research Analyst Profession**

- Understand the Primary role of a Research Analyst;
- Primary responsibilities of a Research Analyst;
- Basic principles of interaction with Companies / Clients;
- Understand the Important qualities of a Research Analyst.

Module 2: Introduction to Securities Market

- Securities Market – Terminologies;
- Structure of Securities Market.
- Terminology in Equity Market;
- Terminology in Debt Market.

Module 3: Fundamentals of Research – Economic Analysis, Industry Analysis and Company Analysis

- Understand the Research Methodology for stocks;
- Fundamental Analysis -Top down approach and Bottom up approach;

- Overview of Technical Analysis;
- Integrating Behavioral Finance.
- Basic principles of microeconomics and macroeconomics;
- Application of various macroeconomic variables;
- Sources of information for economic analysis.
- Michael Porter's five force model for industry analysis;
- Understand Political, Economic, Socio-cultural, Technological, Legal and Environmental (PESTLE) Analysis;
- Boston Consulting Group (BCG) Analysis;
- Structure Conduct Performance (SCP) Analysis;
- Key Industry Drivers;
- Regulatory environment/framework;
- Sources of information for industry /analysis.
- Understand the Business Model and Competitive Advantage;
- Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis;
- Quality of management (including independent directors) and governance;
- Critical business drivers and business risks;
- Sources of information for analysis;
- Generating a score card Model for Qualitative Company Analysis.
- Financial Statement Analysis;
- Du Pont Analysis, ROE Analysis;
- Time Series Analysis;
- Cross Section Analysis;
- Generating a score card Model for Quantitative Company Analysis.

Module 4: Corporate Actions including Valuation Principles and Risk & Return

- Understand corporate actions;
- Adjustments for Bonus, Split, Rights.
- Understanding the difference between Price and Value;
- Need for Valuations;
- Types of Values;
- Relative Valuation Techniques;
- Absolute Valuation Techniques;
- Sum-Of-The-Parts (SOTP) Valuation;
- Know the other Valuation Parameters in new age economy and businesses.
- Estimating Risk and Return of assets;
- Concept of Absolute and Excess Utility;
- Performing Characteristic Analysis and Descriptive Analysis;
- Sensitivity analysis and Scenario Analysis;
- Using Alpha as a decision tool.

Module 5: Qualities of a good Research Report

- Qualities of a good Research Report;
- Checklist based approach to the Research Reports.

Module 6: Legal and Regulatory Environment

- Regulatory Environment in Financial Markets;
- Important regulations in Indian Securities Market;
- Code of Conduct/Ethics for Research Analysts;
- Disclosure Requirements for Research Analysts.

Suggested Readings:

- Investment Valuation: Tools and Techniques for Determining the Value of any Asset – By Aswath Damodaran
- Best Practices for Equity Research Analysts: Essentials for Buy-Side and Sell-Side Analyst – By James Valentine
- Equity Asset Valuation (CFA Institute Investment Series)
- International Financial Statement Analysis (CFA Institute Investment Series)

FOURTH TERM

INVESTMENT BANKING**Course Code: MBA (Finance) 401****OBJECTIVE**

This course is designed to help the students in understanding the role and responsibilities of an Investment Banker, products, services for the individual as well as corporate while managing the risks.

COURSE LEARNING OUTCOME

1. Understanding the dimensions of Investment Banking
2. Investment Analysis Tools and Institutional Financing Framework

CONTENTS**Module 1: Introduction to Investment Banking**

- Meaning of investment Banking?
- What do they do?
- How do they make money?
- Chinese Walls: Physical & legal separation of I-banking & Trading activities

Module 2: Comparable Company (Compco) Analysis

- Definition of Compco Analysis
- Key concepts
 - 1 Consistency
 - 2 Full range of multiples
 - 3 Commonly used multiples and key pros/cons
 - 4 Uniformity
 - 5 Correlation
 - 6 Relevance of multiples
- Selection of comparable companies
- Specific sector multiples
- Methodology of executing Compco analysis
 1. Sourcing data – Market Cap
 - Share price
 - Number of shares
 - Foreign Exchange Translation
 2. Sourcing data – Financial Statements
 - P&L and Cash-flow statement
 - Balance sheet
 - Calendarisation of statements
 - LTM Financials
- Mechanics of Compco Analysis
 1. Market Cap and Fully Diluted Equity Value
 2. Calculation of Enterprise Value
 3. Special Dividends
 4. Other adjustments

Module 3: Comparable Transaction Analysis

- Definition of Comparable Transaction Analysis
- What is it used for?
 1. Applications
 2. Advantages
 3. Disadvantages
- Identification of relevant precedent transactions
- Methodology of executing Compco analysis
 1. Target Financial Performance
 - 1.1 Selecting which Target Financial Statements to use
 - 1.2 Calculating LTM Income Statement
 - 1.3 Extraordinary/ Non-recurring Items
 - 1.4 Acquisitions / Divestitures
 2. Consideration paid and assumed liabilities
 - 2.1 Transaction Structure
 - 2.2 Consideration levered or unlevered
 - 2.3 Shares outstanding, Preferred Stock & Convertible debt
 - 2.4 Options & warrants
 - 2.5 Assumptions of debt
 - 2.6 Minority Interests
 - 2.7 Investments in associated Companies
 - 2.8 Marketable securities
 - 2.9 Capital/Financial Leases
 - 2.10 Operating leases
 - 2.11 Pension Liabilities
 - 2.12 Contingent Liabilities
- Standard output
- Sector specific multiple

Module 4: Pitch Book Building

- Public/Private Company Profiles
 1. Business Description
 2. Key Customers/Partners/Investors
 3. Shareholders' Structure
 4. Management
 5. Recent News
 6. Products and Services
 7. Key Financials
- M&A/IPO/ Case Studies

Suggested Readings:

- Investment Banking by Dummies

FINANCIAL VALUATION AND MODELLING**Course Code: MBA (Finance) 402****OBJECTIVE**

This course is designed to help the students learn the application of MS-Excel in the financial modelling.

COURSE LEARNING OUTCOME

1. Understanding the different dimensions of asset valuations
2. Forecasting and Valuation Modeling

CONTENTS**Module 1: Excel as a tool in Financial Modelling**

- Excel concepts - Recap

Module 2: Financial Statement Analysis

- Overview of importance of accounting, accounting as a performance measurement tool and discussion of various stakeholders involved;
- Introduction to SEC filings - Annual reports (10-K) and Quarterly reports (10-Q);
- Significance, analysis and application of Income Statement, Balance Sheet and Cash Flow Statement;
- Inter-linkage between Financial Statements;
- Ratio Analysis - Calculation & Interpretation;
- Complex Capital Structure Analysis;
- ROE & DUPONT Analysis.

Module 3: Introduction to Valuation

- Need to value companies;
- Difference between price and value;
- Different terms of value;
 - Market value
 - Intrinsic value
- Valuation Techniques;
 - Absolute Valuation
 - Free Cash flow to Firm (FCFF)
 - Free Cash flow to Equity (FCFE)
 - Cost of Equity (Ke)
 - Cost of Debt (Kd)
 - Cost of Capital (WACC).

Module 4: Making a Complete fully integrated DCF Modelling Spreadsheet

- Understanding and creating a financial model template;
- Calculating Growth Drivers and Future Assumptions;
- Revenue Build-Up - Projecting the Future Revenues;
- Cost Build-Up - Projecting the Future Cost;

- Modeling historical & projected financial statements - P&L and B/S;
- Building cash flow statement;
- Asset and Depreciation Schedule;
- Debt and Interest Schedule;
- Building an integrated model for valuation using DCF;
- Sensitivity/Scenario Analysis.

Suggested Readings:

- Microsoft Excel 2019 Data Analysis and Business Modelling

MUTUAL FUNDS
Course Code: MBA (Finance) 403

OBJECTIVE

This course is designed to help the students in understanding the basic and advance concepts of mutual funds. In addition, it will help them in understanding the fundamental features of debt instruments, trading on the NISM-WDM Segment, regulatory & procedural aspects and concepts in valuation of bonds.

COURSE LEARNING OUTCOME

1. Concept and struct of Mutual Fund Industry
2. Analysis of Mutual funds for Investment Decisions

CONTENTS**Module 1: Concept and Role of a Mutual Fund**

- Concept of a mutual fund;
- Functions of a mutual fund;
- Advantages and limitations of a mutual fund;
- Investment OBJECTIVE;
- Marking to market;
- Unit capital;
- Assets under management (AUM);
- Fund running expenses;
- Net asset value (NAV);
- Brief history of mutual funds in India;
- Closed end funds and open ended funds;
- Categorization of funds by investment objective;
- Categorization of funds by investing horizon;
- Categorization of funds by asset class;
- International funds;
- Fund of Funds;
- Exchange Traded Funds (ETF);
- InvITs (Infrastructure Investment Trust);
- REIT (Real Estate Investment Trust).

Module 2: Fund Structure, Constituents, Distribution and Sales Practices

- Structure of mutual funds in India and related regulations;
- Role of the sponsor, trustee and Asset Management Company (AMC) and related regulations;
- Role of other fund constituents and related regulations;
- Types of investors and eligibility;
- Distribution channels for mutual funds;
- Pre-requisites to become a mutual fund distributor;

- Key elements of agreement between distributor and a mutual fund;
- Sales practices and commission structure;
- Types of commissions and transaction charges;
- AMFI Code of Conduct;
- Process for KYD.

Module 3: Legal and Regulatory Environment

- Role of regulators in India;
- Role and functions of SEBI in regulating mutual funds;
- Self-regulatory organizations;
- Role and functions of AMFI;
- AMFI Code of Ethics;
- Investment restrictions and related regulations;
- Investor rights and obligations.
- Regulations with respect to drafting and filing of an Offer Document for NFO;
- Process of NFO and steps involved in marketing an NFO;
- OBJECTIVE of information disclosure in an offer document;
- OBJECTIVE and contents of the Statement of Additional Information (SAI) and related regulations;
- OBJECTIVE and contents of the Scheme Information Document (SID) and related regulations;
- Key Information Memorandum (KIM) and related regulations.

Module 4: Accounting, Valuation and Taxation

- Computation of net assets and NAV;
- Announcement of NAV;
- Factors affecting the NAV;
- Pricing of transactions in a mutual fund;
- Time-stamping of transactions;
- Charging of expenses;
- Key accounting and reporting requirements;
- Valuation process carried out by mutual funds;
- Applicability of taxes;
- Dividend Distribution Tax;
- Taxability of dividends and capital gains in the hands of a mutual fund investor;
- Applicability of Securities Transactions Tax based on type of transaction and scheme;
- Setting off gains and losses under Income Tax Act.

Module 5: Investor Services & Financial Planning

- KYC requirements & Demat Account concept;
- Process for fresh and additional purchase in a mutual fund;

- Additional documentation requirements for institutional investors;
- Acceptable payment instruments;
- Processes related to redemptions by investors;
- Contents and periodicity of Statement of account;
- Process for Nomination and Pledge;
- Types of Investment options - dividend, growth and dividend re-investment;
- Processes related to of systematic investment plans;
- Processes related to systematic withdrawals and transfers;
- Processes related to other investor services and facilities;
- Classification of assets into physical and financial assets;
- Features of physical assets such as gold and real estate;
- Features of financial assets.
- Basics of financial planning;
- Financial goals;
- Investment horizon;
- Objective of financial planning;
- Benefits and need for financial planning to the investor;
- Life cycle and wealth cycle in financial planning;
- Tools to categorize investors' needs.

Module 6: Risk, Return, Performance of Funds and Scheme Selection

- Return on investment;
- Calculation of simple, annualized and compounded returns;
- Applicability of returns for different types of funds;
- SEBI norms for return representation of mutual funds in India;
- Factors that may affect mutual fund performance;
- Risks in different type of mutual funds;
- Classification of mutual funds based on risk;
- Process for Benchmarking of performance.
- Steps in selecting equity funds;
- Steps in selecting debt funds;
- Steps in evaluating a money market fund and identifying factors impacting their performance;
- Steps in evaluating balanced mutual funds and evaluation of factors impacting their performance;
- Sources of data to track mutual fund performance;
- Risk profiling;
- Asset allocation and types;
- Importance and steps for developing a model portfolio.

Suggested Readings:

- NISM Series – VA: Mutual Fund Distributors Certification Examination
- Indian Mutual funds Handbook by Sunder Sankaran

COMMODITIES MARKET OPERATIONS**Course Code: MBA (Finance) 404****OBJECTIVE**

This course is designed to help the students in understanding of commodities market, products, financial derivatives, pricing mechanism etc. They will be able to understand the trading, clearing and settlement operations using MCX & NCDEX platform.

COURSE LEARNING OUTCOME

1. Understanding commodity as an asset class
2. Commodity Trading, Clearing and Settlement in OTC and Exchanges

CONTENTS**Module 1: Introduction to Commodity Derivatives**

- Introduction to derivatives, products, participants and functions, derivatives markets.
- Difference between commodity and financial derivatives;
- Evolution of commodity exchanges;
- Global commodity derivatives exchanges, latest developments;
- The MCX platform – structure, exchange membership, risk management;
- The NCDEX platform – structure, exchange membership, risk management.

Module 2: Application & Factors affecting Commodity Futures

- Instruments available for trading - forward contracts;
- introduction to futures and options, payoff for F&O;
- Using futures versus options;
- Pricing commodity futures - investment assets versus consumption assets, the cost of carry model, the futures basis;
- Using commodity futures for hedging, speculation and arbitrage.
- Global Macroeconomic factors affecting Commodity markets;
- Understanding the global commodity markets;
- Products available in global commodity market;
- Seasonality in Commodities;
- Trading opportunities in Commodity market.

Module 3: Introduction to Gold Market (India/Global)

- Global Macroeconomic factors affecting Gold market;
- Govt. schemes pertaining to gold market;
- Regulations pertaining to gold market;

Module 4: Introduction to Oil Market (India/Global)

- Global Macroeconomic factors affecting Oil market;
- Regulations pertaining to oil market.

Module 5: Trading, Clearing and Settlement

- Trading - futures trading system;
- Entities in the trading system;
- Commodity futures trading cycle, order types and trading, parameters;
- Margins for trading in futures, charges, hedge limits;
- Clearing and settlement - clearing, settlement, risk management;
- Margining at NCDEX and Standard Portfolio Analysis of Risk (SPAN).

Module 6: Regulatory Framework of Commodity Derivatives

- Rules governing commodity derivatives exchanges, participants;
- Investor grievances and arbitration;
- Implications of Sales Tax, Value Added Tax (VAT) and obligations.

Suggested Readings:

- Commodity Derivatives NISM Module

ALTERNATIVE INVESTMENTS
Course Code: MBA (Finance) 405

OBJECTIVE

This is a follow up to the course on Mutual Funds. The objective of this course is to provide the participants with insights into the regulatory framework and the working of Alternative Investment Funds.

COURSE LEARNING OUTCOME

1. Alternative Investments as a unique asset class
2. Global Practices, and Investment Decision-making for Alternative Assets

CONTENTS

Module 1: Registration of AIF:

- Eligibility;
- Documentation;
- Functioning of International Countries;
- Furnishing of Information;
- Procedure & conditions for grant of certificate.

Module 2: Investment Conditions and Restriction:

- Investment Strategies;
- General Investment Conditions across categories.

Module 3: AIF Category I: Concepts, Operational Understanding and Regulation of:

- Angel Funds;
- Venture Funds;
- Private Equity;
- 'Positive spill-over' of Angel, VC and PE funds on the entrepreneurship ecosystem;
- 'Angel Tax' controversy under S.56(2) of the Income Tax Act, 1961.

Module 4: AIF Category II: Concepts, Operational Understanding and Regulation of:

- Debt Funds;
- Infrastructure Funds.

Module 5: AIF Category III: Concepts, Operational Understanding and Regulation of:

- Hedge Funds;
- Origin of Hedge Funds (AW Jones), and their development in USA, especially by George Soros' Quantum Fund;
- Case studies: LTCM, Bernie Madoff, John Paulson.

Module 6: General Obligations and Responsibilities:

- Conflict of Interest;
- Valuation;
- Dispute and Resolution

Suggested Readings:

- NISM's Alternative Investment Funds (Categories I and II) Distributors
- Alternative Investments: CAIA Level I (Wiley Finance) 3rd Edition

RESEARCH METHODOLOGY
Course Code: MBA (Finance) 406

OBJECTIVE

This course of research methodology is for imparting the knowledge of different areas of research to the students. On the basis of this knowledge one can solve any real-life problem, which may arise during the service life.

COURSE LEARNING OUTCOME

1. Understanding the Research process and practices
2. Qualitative and Quantitative Research design for practical applications

CONTENTS

Module 1: Problem Definition

- Nature and purpose of scientific enquiry;
- Parameters of research; Definition of construct and variables;
- Introduction to Research;
- Research Process;
- Steps in Research Process.

Module 2: Research Design

- Concepts and type of research design;
- Design of research on the basis of application pure and applied;
- Design of research on the basis of Techniques/Methodology- Exploratory and Descriptive;
- Descriptive Research- Qualitative and Quantitative;
- Quantitative-Field Studies, Field experiments and laboratory experiments;
- Design of research on the basis of area of Research;
- Sampling and Data collection: Population and samples, techniques of sampling-random, stratified, systematic, multistage sampling, primary and secondary sources of data;
- Design of questionnaire.

Module 3: Statistical Hypothesis and Test of Significance

- Procedure for testing of hypothesis;
- Determining levels of significance. Type I and Type II errors;
- ANOVA:
- Chi square test and its application;
- Students 't' distribution;
- Non-parametric statistical techniques;
- Parametric statistical tests, Correlation and Regression Analysis.

Module 4: Analysis and Interpretation of Data

- Tabulation and Analysis of Data;
- Selection of appropriate statistical techniques;
- Interpretation: Statistical data analysis;
- Advance techniques in analyzing associative data;
- Case study Approach: Identification, analysis and development of case;
- Report Writing;
- Application of Statistical Software in Research Using SPSS;
- Time Series Modeling Using E views and R.

Suggested Readings:

- Multivariate Data Analysis by Joseph F. Hair et. Al.; Pearson Publisher

FIFTH TERM

TECHNICAL ANALYSIS**Course Code: MBA (Finance) 501****OBJECTIVE**

This course is designed to help the students to develop the practical skills for utilizing tools and techniques of technical analysis for timing the investment and trading decisions in stock, commodity and currency market.

COURSE LEARNING OUTCOME

1. Scientific Logic behind Forecasting
2. Integrating Technical and Fundamental Analysis
3. Technical Analysis Theories
4. Technical Tools, Indicators
5. Usage of Technical Softwares in Forecasting

CONTENTS**Module 1: Introduction to Technical Analysis**

- Genesis of Technical Analysis,
- Scientific grounds of Forecasting
- Assumptions, strengths and weaknesses;
- Price Plots – Line, Bar Chart, Candlesticks;
- Candlestick charts analysis
- Chart Patterns
- Types of Gaps

Module 2: Major Theories in Technical Analysis

- Dow Theory Principles of Dow Theory; Uptrend & downtrend
- Elliott Wave Theory;
- Fibonacci Tools – Golden Ratio, Retracement, Projection, Arc

Module 3: Technical Tools

- Lines – Cycle Lines, Quadrant, Trendline, Regression, Horizontal, Vertical, Speed Resistant;
- Channels – Regression, Standard Deviation, Equidistant;
- Trendline By Angle
- ODDS Probability Cone
- Shapes – Triangle, Rectangle, Ellipse;
- Symbols and Text

Module 4: Technical Indicators

- Moving Averages – Simple, Weighted, Exponential;
- MACD
- Bollinger Bands
- Stochastics
- Relative Strength Index (RSI);

Module 5: Technical Template Formation and Testing

- Technical Templates
- Template Formation Logics
- Template Testing
- Accuracy Testing

Module 6: Risk Management, Trading Psychology

Risk Management – Need, techniques, uses of stop loss, qualities of successful traders, golden rules of traders, do's and don'ts in trading, rules to stop losing money, choosing the right market to trade, importance of discipline in trading. Day trading, advantages of day trading, risks associated with trading, strategies for day trading, momentum trading strategies.

Suggested Readings:

- Introduction to Technical analysis by Martin Pring

FINANCIAL DERIVATIVES
Course Code: MBA (Finance) 502

OBJECTIVE

This course is designed to help the students in understanding the basics of the derivatives market products in speculating, hedging and arbitraging. Students will also learn the process involved in trading, clearing, settlement and risk management of equity derivatives in addition to the regulatory, accounting and taxation issues.

COURSE LEARNING OUTCOME

1. Understanding the dimensions and applications of Derivative Instruments
2. Trading, Clearing and Settlement of Derivatives
3. Hedging, Arbitrage, Spreads and Speculation strategies with Derivatives

CONTENTS

Module 1: Basics of Derivatives & Underlying Markets

- Introduction to derivatives;
- History and evolution of derivatives market;
- Factors influencing the growth of derivatives market;
- History of Indian derivatives Market and available derivative products in India;
- Market participants and their roles in the derivatives markets;
- OTC and Exchange Traded Market;
- Significance and economic purpose of derivatives;
- Risks associated with financial derivatives.
- Introduction to Equity Markets and Equity Indices;
- Introduction to Currency Markets;
- Introduction to Fixed-income Securities;
- Introduction to “Interest Rate” concept and yield curve;
- Return and Risk Measures for Debt Securities.

Module 2: Introduction to Derivatives Products

- Introduction to Forwards and Futures contracts;
- Forwards and Futures on Equities;
- Payoff Charts for Futures contract;
- Futures pricing;
- Basic differences in Commodity, Equity and Index Futures;
- Exchange Traded Currency Futures;
- Concept of Interest rate parity and pricing of currency futures;
- Interest Rate Futures;
- Delivery aspects of IRD contracts including conversion factor, invoice amount, cheapest-to-deliver bond;
- Basics of options & Concept of option premium;
- Call and Put option;

- Buying and selling (writing) options;
- European vs. American option;
- Moneyness of an option;
- Binomial and Black-Scholes option pricing models and option Greeks;
- Payoff charts for options;
- Uses of Options.

Module 3: Strategies Using Derivatives

- Strategies using Equity Futures;
- Strategies for hedging, speculation and arbitrage in futures market;
- Strategies Using Currency Futures;
- Strategies Using Interest Rate Futures;
- Option spreads and their payoff charts;
- Straddle & Strangle market view and payoff charts;
- Covered Call: market view and payoff charts;
- Protective Put: market view and payoff charts;
- Collar: market view and payoff charts;
- Butterfly spread: market view and payoff charts.

Module 4: Introduction to Trading, Clearing, Settlement & Risk Management

- Introduction to Trading Systems;
- Clearing Mechanism and computation of open positions;
- Settlement Mechanism for futures and options contracts;
- Margining and mark to market (MTM) under SPAN;
- Risk Management features, position limits and net worth requirements;
- Margin collection process of Clearing Corporations and delivery procedure;
- Accounting treatment for derivative contracts;

Module 5: Legal and Regulatory Environment

- Provisions of Securities Contract (Regulation) Act, 1956;
- Role of SEBI in regulating Derivatives market and SEBI Act, 1992;
- Important rules and regulations on trading in Derivatives market;
- Regulations in clearing & settlement and risk management;
- Outline major recommendations of the L C Gupta & J R Verma Committees;
- RBI-SEBI Standing Technical Committee on Exchange Traded Currency and Interest Rate Derivatives;
- Provisions of Foreign Exchange Management Act, 1999;

- Salient features of RBI notification 'Currency Futures (Reserve Bank) Directions, 2008;
- Features of RBI Circular 'Guidelines on trading of Currency Futures in Recognized Stock / New Exchanges';
- Salient features of SEBI Regulations for Currency Derivatives Exchanges;
- Explain the role of various regulators in Bond and Interest Rate Derivatives Market;
- Regulatory reporting requirements for Interest Rate Derivatives Markets;
- Role of FIMMDA in fixed income and derivatives markets in India;
- Taxation of derivative transaction in securities.

Module 6: Sales Practices, Code of Conduct and Investor Protection Measures

- Basic features of SEBI Codes of Conduct for Brokers and Sub-Brokers;
- Importance of risk profiling of clients in sales process;
- Importance of KYC and required documentation for investors to trade in Derivatives contract;
- Best practices in derivatives sales;
- Grievance redressal mechanism available to the investors;
- Nature of complaints considered by exchanges;
- Arbitration mechanism at exchanges.

Suggested Readings:

- NISM Series VII: Equity Derivatives Module

WEALTH MANAGEMENT
Course Code: MBA (Finance) 503

OBJECTIVE

This course is designed to help the students in managing the wealth of clients through investments in equity, debt and alternative products, keeping in mind the risk profile and taxation aspects while allocating assets.

COURSE LEARNING OUTCOME

1. Scientific Process of Wealth Management
2. Asset Allocation
3. Asset Selection
4. Portfolio Design and Management
5. Evaluation and Reporting

CONTENTS**Module 1: Introduction to Wealth Management**

- Financial planning a prerequisite to wealth management;
- Detailed KYC (Know your Client);
- Investment Policy; Risk profiling (Psychometric Assessment);
- Detailed KYM (Know your Market).

Module 2: Asset Allocation & Selection

- Strategic Asset Allocation (SAA);
- Tactical Asset Allocation (TAA);
- Insured Asset Allocation (IAL).
- Selection Theories – MPT, APT, CAPM;
- Selections Models – Sharpe Optimization Model, Safety First.

Module 3: Portfolio Revision and Management Strategies

- CRVP (Constant Rupee Value Plan);
- CRP (Constant Ratio Plan);
- VRVP (Variable Rupee Value Plan);
- VRP (Variable Ratio Plan).
- MWROR (Money weighted rate of return);
- TWROR (Time weighted rate of return);
- LIROR (Linked internal rate of return);
- DWM (Day weighing method);
- Sharpe ratio, Treynor ratio, Sortino Ratio, Jensen Alpha, Eugene Fama approach.

Module 4: Regulations, Reporting and MIS

- PMS (Portfolio Management Services) Guidelines of SEBI;
- Client Reporting; MIS.

Module 5: Taxation of Investment Products

- Goods & Services Tax (GST) – A new taxation regime;
- Effect of GST on Investment Products & Wealth Management ;
- Taxation Concepts - PY, AY, GTI, tax slabs, TDS;
- Exemptions, Deductions, LTCG, STCG, capital gains tax;

- Setting off & carry forward of losses;
- Dividend tax / tax on income distributed by mutual fund;
- Securities Transaction Tax (STT)

Suggested Readings:

- Security Analysis and Portfolio Management by Kevin
- NISM Series XA – Investment Advisor (Level – 1) Module
- NISM Series XB – Investment Advisor (Level – 2) Module

REGULATORY ENVIRONMENT FOR FINANCIAL SECTOR**Course Code: MBA (Finance) 504****OBJECTIVES**

Indian Financial Market is one of the best regulated market in the world. All pervasive use of ICT in the securities market has radically transformed the Monitoring and Surveillance architecture as well as infrastructure in the securities market. Universalization of securities regulations has thrown another area of challenge to the market stakeholders. Competition is germane to innovative complex financial products in the securities market. In such an emerging landscape, it is imperative for any market participant to possess appropriate Financial Markets Regulatory Knowledge Capabilities to sustain continuance in the market. This course aims to fill in that knowledge gap.

COURSE LEARNING OUTCOME

1. Understanding the Financial Regulatory Environment in India
2. Financial Regulators and their dimensions of governance

CONTENTS**Module 1: Overview of Commercial laws in Financial Markets**

- The Indian Contract Act, 1881, Sale of Goods Act 1930, Negotiable Instruments Act, 1881
- Consumer Protection Act, 1986, Information Technology Act, 2000, IPR laws, Arbitration and Conciliation Act, 2000

Module 2: Understanding the Financial and Regulatory Structure in India

- Role and Responsibilities of Stakeholders in Financial system;
 - Market Intermediaries
 - Other Stakeholders
- Regulatory Principles and Types
- Role of Financial Market Regulators
- Regulatory Framework – General view
 - India
 - Major jurisdictions
- Sectoral Regulatory
- IOSCO – Principles for Securities Market Regulations; impact on Indian Securities Market
- Introduction to Compliance;
 - Role and Reporting structure of Compliance Officer
 - Responsibilities of Compliance Officer towards Stakeholders
- SEBI Act 1992, Regulations and Rules:
 - SEBI Act 1992
 - SEBI Regulations: -

- Issue of Capital and Disclosures Regulations, Listing Obligations and Disclosure Requirements Regulations, Issue and Listing of Debt Securities by Municipalities
- Alternative Investment Funds, Real Estate Investment Trusts Regulations, Infrastructure Investment Trusts Regulations
- SCRA, 1956 and Depositories:
 - Securities Contracts Regulation Act, 1956 & Rules – Definitions, Listing of Securities, Penalties and Procedures.
 - Depositories Act, 1996 – Definitions, Rights of Obligations of Depositories, Participants, Issuers and Beneficial owners, Enquiry and Inspection, Penalty.
- RBI;
- IRDA;
- PFRDA.

Module 3: SEBI Regulations and Rules (Market Intermediary)

- Merchant Bankers;
- Stock Brokers, Bankers;
- Underwriters;
- Mutual Funds;
- Research Analysts;
- Investment Advisors;
- Certification of Associated Persons in the Securities Markets;
- Overview of SEBI Regulations for other intermediaries.
- Prohibition of Fraudulent and Unfair Trade Practices relating to Securities Market);
- Prohibition of Insider Trading;
- Takeover Code.

Module 4: Overview of Securities Law of other countries

- US - Investment Company Act, Securities and Exchange Commission;
- UK – Financial Conduct Authority;
- Australia – Australian Securities and Investments Commission;
- Singapore – Monetary Authority of Singapore;
- Labuan IFSC; DIFC Authority;
- FDI policies of USA, UK, Australia, Singapore.

Module 5: Contemporary Issues in Financial Market

- Financial Sector Legislative Reforms Commission (FSLRC) – an Overview
- IT in Financial Sector
 - FinTech; TechFin
 - RegTech

- FinSec
- Interoperability
- Clearing & Settlement

Suggested Readings:

- Mercantile and Commercial Laws by Rohini Aggarwal – Taxman Publications
- NISM Series IIIA - Securities Intermediaries Module

BEHAVIORAL FINANCE
Course Code: MBA (Finance) 505

OBJECTIVE

Behavioral finance studies the effects of social, cognitive, and emotional factors on the economic decisions of individuals and institutions and the consequences for market prices, returns, and the resource allocation. This field is primarily concerned with the bounds of rationality of economic agents. Behavioral models typically integrate insights from psychology with neo-classical economic theory; in so doing, these behavioral models cover a range of concepts, methods, and fields.

COURSE LEARNING OUTCOME

1. Understanding the Psyche in Financial Decision-making
2. Behavioural Bias and there handling

CONTENTS

Module 1: Introduction to Behavioral Finance

- What Is Behavioral Finance;
- Behavioral Finance Micro;
- Behavioral Finance Macro;
- Incorporating Investor Behavior into the Asset Allocation Process.

Module 2: Asset Pricing

- Prospect Theory;
- Noise Traders;
 - Can Investors Get Emotional?
- Overconfidence and Optimism;
 - Do Investors Trade Too Much?
- Asset Pricing under Prospect Theory;
 - The Basics of Prospect Theory, Does Prospect Theory Work? The Cumulative Probability Version of Prospect Theory, Does Cumulative Prospect Theory Work?
- Overreaction and/or under reaction;
- Equity Premium Puzzle;
 - The Puzzle, Loss Aversion in a Reference–Dependent Utility Model.

Module 3: Case Studies of irrationality amongst Investors

- Why investors behave irrationally;
- How can investors control their own irrationality?
- Examples of investors' irrational behavior;

Module 4: Index Investing

- Index investing;
- Index funds;
- Rationale.

Module 5: Bull & Bear Markets and its inefficiencies

- How to find them early;
- Characteristics of a Bull Market;
- Characteristics of a Bear Market;
- Investors' behavior in both these markets;
- Why markets are inefficient?
- Where do technical analysis & fundamental analysis go wrong?
- Study of inefficiencies (Month effect, week of the day effect, etc.).

Module 6: Behavior Biases (Investor Biases along with case studies)

- Overconfidence Bias;
- Representativeness Bias;
- Anchoring and Adjustment Bias;
- Cognitive Dissonance Bias & More.

Suggested Readings:

- Behavioural Finance (2009), William Forbes, John Wiley & Sons
- Value Investing And Behavioral Finance 1st Edition, *Parag Parikh*, Tata McGraw-Hill Education (2009)

INTERNATIONAL TRADE and FINANCE**Course Code: MBA (Finance) 506****OBJECTIVE**

The International Trade and the availability of adequate credit and other financing avenues for international trade plays a major role in the economic development of any country including India. It also has a major influence on the development of financial sector. This course would enable the participants to have an overall view on the concept and theories of International Trade, the role of WTO, Government Intervention and Trade barriers. The participants would also abreast themselves with the concept of Balance of payments, along with detailed inputs on availability of credit to Finance International Trade from India and support machinery for trade promotion.

COURSE LEARNING OUTCOME

After completion of this course, the participants will be to:

1. Understand the benefits of international trade and trade policies
2. Appreciate International Trade theories and their application
3. Role of WTO in trade promotion
4. Concept of Balance of Payment
5. Credit windows for financing international Trade available in India
6. Trade promotion measures/facilities in India

CONTENTS**Module 1: International trade Environment, Trade Theories, role of WTO**

- Globalization and Trade;
- Theories of International Trade i.e. Mercantilist, Classical i.e Absolute and comparative advantage (Ricardian), New Trade theory, Porters theory etc.;
- Government intervention in Trade,
- Instruments of trade control- Trade barriers (Tariff & Non Tariff Barriers)
- GATT & WTO agreements
- Exchange Controls in India affecting Exporters, Importers
- Role of Exports Promotion Council in India

Module 2: Balance of Payments & Trade Policy of India

- Concepts and Principals;
- Capital and Current Account Convertibility Focus India;
- Deficit and Surplus;
- Factors affecting Balance of Payments.
- India's Foreign Trade since Independence;
- India's Foreign Trade Policy;
- Role of EXIM bank and other agencies in India in India's Trade

Module 3: Credit for Financing International Trade & Trade promotion

- Terms of Payments in international Trade
- Export and Import Finance including Foreign currency funding;
- Lines of Credit FB and NFB
- External Commercial Borrowing/Buyers Credit and Sellers Credit;
- The role of ICC in international Trade transactions-UCPDC, URC & URR facilitating operations;
- Terms of Trade INCO terms affecting International Trade Transaction and Financing;
- Calculation of Merchant Exchange Rates & its mechanism, Hedging Export Import Transactions.
- Factoring and Forfaiting;
- Export Assistance and Support Measures in India: Duty Drawback, Cash & Export Incentives, Interest Subvention;
- Documentation;
- Credit Guarantee;
- Remittance and LERMS'

Suggested Readings:

- Foreign Exchange Practice, Concepts & Controls by C. Jeevanandam
- Export Import Management by Dr. Ram Singh
- Financing International Trade by Sanati Gargi
- International Trade Finance by Taxmann-IIBF
- Fundamentals of International Business by Sumati Verma
- International Financial Management by Alan Shapiro / Peter Moles
- Foreign Exchange arithmetic – C Jeevnandam
- Set of books by foreign Exchange Dealers Association of India

SIXTH TERM

DATA ANALYTICS**Course Code: MBA (Finance) 601****OBJECTIVE**

This course intends to provide the knowledge and skill base for applying data analytics techniques as applicable in the data-intensive domain of financial markets. In most secondary market research studies, the entire universe is the sample. This brings in terra-bytes of information which one is capable of handling, given the approaches to data analytics.

COURSE LEARNING OUTCOME

1. Understanding Data Source and Big Data handling
2. Understanding the concepts of Data Warehousing, Machine Learning and Forecasting

CONTENTS**Module 1: Introduction to Business Analytics**

- Business Intelligence Requirements;
- Data Warehouse;
- Data Analysis Techniques;
 - Reporting
 - OLAP
 - Forecasting
- Business Analytics;
 - Business Processes
 - Metrics
- Data Analytics Lifecycle;
- Maturity Models;
- Big Data Analytics.

Module 2: Data and Data warehouse

- Type of data;
- Data Quality Issues;
 - Missing values
 - Outliers
 - Erroneous Data
 - Duplicates
 - Business Rules
- Why Data warehouse;
- Data warehouse architecture;
- Data warehouse design;
- RDBMS and NoSQL database.

Module 3: Cases in Machine Learning

- Target Marketing Using Logistics Regression;

- Whom to give Loan using Decision Tree;
- Associating Car Brands and Models using Market Basket Analysis & Text Mining;
- Assigning codes to articles using KNN : (K Nearest Neighbours) & Text Mining
- Sentiment Analysis from social sites.

Module 4: Cases in OLAP

- Sales Analysis;
- Order Analysis.

Module 5: Cases in Forecasting

- Forecasting using Bank Balance using Regression;
- Forecasting using air traffic passengers using Time Series;

Module 6: Project

- Project – I: This will involve gathering information from secondary sources on a particular topic, namely, Maturity Models, Open source tools for Text Mining, Hadoop Ecosystem, Application of Big Data Analytics in a particular company / domain, etc;
- Project – II: This will involve carrying out a particular technique (say Market Basket Analysis using R, Sentiment Analysis using R).

Suggested Readings:

- Machine Learning using Python by Manaranjan Pradhan / U Dinesh Kumar

MERGERS & ACQUISITIONS
Course Code: MBA (Finance) 602

OBJECTIVE

This course enables the participants to go deeper into a certain aspect of corporate finance and provide specialized attention to various aspects: corporate strategy, investment decision, disinvestment decision, financing decision, and the legal and taxation implications of corporate restructuring. Perspectives of a CEO, CFO as well as an investment banker are covered in an integrated manner.

COURSE LEARNING OUTCOME

1. Understanding the world of Horizontal and Vertical Expansion of the corporate world
2. Types of Mergers and measuring the outcomes from merger/acquisition

CONTENTS

Module 1: Concept of M&A and Restructuring

- Introduction to M&A its Rationale;
- Horizontal, Vertical and Conglomerate Mergers.

Module 2: Role of various Stakeholders

- Shareholders;
- Governments;
- Other Stakeholders.

Module 3: Hostile Takeovers and Defending

- Offensive Strategies.
- Defensive Strategies.

Module 4: Leveraged Buyouts & Restructuring

- Defining LBOs;
- The LBO process;
- RJR Nabisco Case;
- Divestitures & Demergers.

Module 5: Legal Aspects and Insolvency

- Accounting;
- Legal: Companies Act, SEBI SAST, Due Diligence Review (DDR);
- Techniques and Procedures;
- Taxation;
- Insolvency & Bankruptcy Code, 2016 (IBC);
- Role of ARCs and Pes in Insolvency Financing.

Module 6: Valuation

- Fairness Opinions;
- Court Cases on Review, Role of Hedge Funds;
- Relative Valuation (P/E, P/B, EV/EBITDA) and DCF Valuation.

Suggested Readings:

- Merger Acquisitions and Other Restructuring Activities by Donald M. Depamphilis, Elsevier,

CORPORATE GOVERNANCE
Course Code: MBA (Finance) 603

OBJECTIVE

This course enables the participants to go deeper into a certain aspect of corporate finance and provide specialized attention to various aspects: corporate strategy, investment decision, disinvestment decision, financing decision, and the legal and taxation implications of corporate restructuring. Perspectives of a CEO, CFO as well as an investment banker are covered in an integrated manner.

COURSE LEARNING OUTCOME

1. Understanding the dimensions of Corporate Governance
2. Critical Decision-making keeping ethics, governance and profitability in mind

CONTENTS

Module 1: Introduction to Corporate Governance

- Corporation as a “Person”
- Good and Bad Corporations
- Corporate Power and Corporate Performance

Module 2: Business Ethics and Corporate Governance Objective

- Meaning of ethics
- Ethical principles in business
- Factors influencing Business Ethics
- Challenges of business ethics

Module 3: Emergence of Corporate Governance

- Law of agency
- Conflict of interest & Agency costs
- Corporate veil and its lifting
- Relevance of Corporate Governance
- Evolution of Corporate Governance Codes
- UK, USA (Sarbanes Oxley Act, 2002 and Dodd-Frank Wall Street Reform and Consumer Protection Act, 2010)
- IOSCO & OECD Principles

Module 4: Corporate Governance regime in India

- Committee Reports
- Compliances & Disclosures
 - A. Companies Act, 2013

- Financial Statements, Accounting, Secretarial and Cost Accounting Standards
- Audit & Auditors, NFRA
- Class Actions
- Meetings
- Committees – Audit, Nomination and Remuneration, Stakeholders Relationship Committees
- Directors & KMP - Appointment – Testing & Certification
 - Duties & Responsibilities of Directors
- Independent Directors
- Board Evaluation
- Board Responsibility Report
- Women Directors
- Whistle blowers
- Corporate Social Responsibility

B. SEBI LODR, 2015

- Disclosures & Compliances

Weak links of Corporate Governance

- Insider Trading & Fraudulent and Unfair Trade Practices

Module 5: Emerging concepts in Corporate Governance

- ESG Investing
- SDG

Suggested Readings:

- Corporate Governance: Principles and Practices by Dr. Sandeep Goel, McGraw Hill Publication

Fin Tech
Course Code: MBA (Finance) 604

OBJECTIVE

FinTech is a disruptive technology. It has transformed the entire ecosystem of the financial sector. Financial innovation has become the main stay. Product have been cost-effective and highly competitive, more particularly in a globally integrated financial market. Traditional delivery practices and channels are under threat. India is in advantageous position having second largest pool of BEST talent in the world. Conducive regulatory landscape is providing catalytic support to this emerging financial market instrument.

The objective of this market-centric course is to give a holistic knowledge of this fast-churning technological marvel and to equip the learners with the trends and practices in the FinTech sector around the world.

COURSE LEARNING OUTCOME

Learn to **create value** with fintech innovations and able to leverage fintech opportunities for organisation. Gain insights into the limits, risk policy and social implications of FinTech, including regulation, privacy and data security.

CONTENTS:

Module 1: Concept Building

- Understanding Fintech
- Advantage India - BEST
- Digital India and its role in promoting Fintech
- Economic Benefits to participants
- Financial Inclusion and Financial Integration
- Global landscape

Module 2: Fintech

- Data driven fintech analytics
- Machine Learning
- Artificial Intelligence
- NLP
- Robotic Advisory
- Application Programming Interface (API)
- Proof of Concept

Module 3: Block Chain

- Blockchain – concepts, process and design principles
- Block chain ecosystem
- Public and Private ledgers
- Blockchain implementation challenges
- Different types of tokens (protocol, utility, security, etc.)
- Cryptocurrencies
- Smart contracts

Module 4: Regulatory and Legal Framework

- Financial service regulatory landscape – India and Major jurisdictions
- Regulatory Risks & Challenges
- Role of central bank and governments

Module 5: Market-led Innovations

- FinTech Innovation Labs
- Emerging product offerings
- New developments in cryptocurrency and block chain – India & Global
- Role and future of Fintech in India and world

Module 6: Field Research and Startup Sandbox

- Consumer ask for fintech
- Consumer lending
- Crowd funding
- P2P lending
- Business lending
- Fintech aggregator
- Proposition Selling – concept, issues and challenges

Reference Book:

Blockchain Technology Concepts and Applications by Kumar Saurabh
Ashutosh Saxena

ENTREPRENEURSHIP**Course Code: MBA (Finance) 605****OBJECTIVE**

This course serves a dual purpose: understanding the mind of an entrepreneur as well as to inculcate a spirit of entrepreneurship in the financial or FinTech domains.

COURSE LEARNING OUTCOME

- Understand entrepreneurship concept as a whole.
- Explain the role and importance of the small and medium sized enterprises in the economy.
- Apply the various concepts to an understanding of new business creation and growth.
- Understand business planning concept as a whole.
- Will be able report the problems and solution proposals of small enterprises.

CONTENTS**Module 1: Operational Framework and Types of Entities**

- Proprietorship, Partnership, LLP, Private Limited, Limited and Listed Companies.

Module 2: Evolution of Finances

- Crowd-funding, Bank/MUDRA loan, VC/PE, Listing on SME, Main Board Listing.

Module 3: Start-up Ecosystem and Angel Financing

- Finding a mentor or a CEO Coach;
- Advantages of Angel Support;
- Indian Model;
- Detroit and Silicon Valley Model (Cluster);
- Cambridge Model (Endogenous);
- Côte d'Azur Model (Exogenous).

Module 4: Management of Entrepreneurship

- Managing the Board and Shareholders;
- Managing a growing team;
- Managing technology in transition;
- Managing growth and competition;
- Succession Planning.

Module 5: Incentives and Subsidies

- Subsidies;
- Subventions;
- Tax Incentives.

Module 6: Legal Aspects

- Shareholder Agreements;
- Pledging of Shares;
- Divestment.

INTERNATIONAL FINANCIAL SERVICE CENTRE REGULATIONS**Course Code: MBA (Finance) 606****OBJECTIVE**

This module aims at enriching knowledge of the participants towards economic and financial significance of IFSC for India in the integrated global market. A comprehensive knowledge of permitted business activities in GIFT IFSC, exemptions extended to IFSC companies as well as regulatory ecosystem in India and other major IFSC in the world will sharpen the competitive knowledge of the participants.

COURSE LEARNING OUTCOME

1. Understanding the structure IFSC
2. Operational Guidelines and legal structure for operations in IFSC

CONTENTS**Module 1: Overview of IFSCs**

- Introduction to International Financial Services;
- Factors influencing Globalizations of Financial Services Market;
- Market participants and their roles in Financial Services;
- Risks associated with International financial services;
- India's participation in International Financial Services

Module 2: IFSC Regulatory model

- Unified Regulator (UK, Singapore)
- Twin Regulator (Australia)
- Carved out IFSC – Lebanon & Dubai
- The International Financial Services Centres Authority Act, 2019 - Unified Regulator for GIFT IFSC

Module 3: Areas of Business in GIFT IFSC

- IFSC Business – Global landscape
- Business in GIFT IFSC
 - Capital Markets & Commodities Market
 - Banking & Insurance
 - International Bullion Exchange
 - Other financial services – Merchant Banking, Portfolio & Asset Management, Treasury Management, Investment Advisory, Wealth management, Tax management

Model 4: GIFT IFSC Regulatory landscape

- SEZ Act, 2005
- Regulatory powers of sectoral regulators:
 - Ministry of Corporate Affairs
 - Reserve Bank of India
 - Securities and Exchange Board of India
 - Insurance Regulatory Development Authority of India in developing IFSC

Module 5: Business Entity Incorporation, Administration, Exemptions & Dispute Resolution

- Regulatory provisions, Circulars and Exemptions to GIFT IFSC companies
 - Companies Act, 2013 & LLP Act 2007
 - RBI Act, 1934, Banking Regulations Act 1949 & FEMA Act, 2000
 - Insurance Act 1938 & IRDA Act 1999
 - Income Tax Act, 1961
- Dispute Resolution
 - Arbitration & Conciliation Act 1999
 - International Dispute Resolution Mechanism through Singapore International Arbitration Centre office at GIFT IFSC

DOMESTIC ATTACHMENT (PRESENTATION)

The participants are required to undergo for Domestic Corporate Attachments (like regulators, bankers, Brokers, Business Media Houses, Assets Management Companies etc) to Mumbai. The participants are required to submit the report for the attachment.

INTERNATIONAL ATTACHMENT (PRESENTATION)

The participants are required to undergo for International Corporate Attachments (like regulators, bankers, Brokers, Business Media Houses, Assets Management Companies etc) to Singapore. The participants are required to submit the report for the attachment.

SUMMER INTERNSHIP

The participants are required to undergo a two month Summer Internship at various corporate houses. The participants are required to submit a report on their internship which will be evaluated to enable them to earn a required credit.

PROJECT / DISSERTATION / VIVA VOCE

The participants are required to undergo a project/dissertation for a period of four months. The participants would subsequently submit the project report on the respective topics which will be allotted in consultation with the faculty members. The project report will be evaluated and viva-voce will be conducted. The required credits would be allotted on the quality of input, presentation and viva-voce.