

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI**

**Scheme and Syllabus of**

**MASTER OF BUSINESS ADMINISTRATION  
(FINANCIAL MANAGEMENT)**

**w. e. f. 2019-2020**

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**Criteria for Internal Assessment**

The internal assessment of the students (out of 25 marks) shall be as per the criteria given below:

- 1. Class Test\*** - **(15 marks)**

(A written test to be conducted on the date communicated by the University as per Academic Calendar for the Class Test.)

- 2. Individual Participation/Presentation/Viva-Voce/Group Discussion (10 marks)**

\*Record to be maintained by faculty and made available to the Examination Branch of the University, if required.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**FIRST SEMESTER**

<b>Code No.</b>	<b>Paper</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>	<b>Type of Course</b>
MFM 101	Management Process & Organizational Behaviour	4		4	Core
MFM 103	Business Statistics & Research Methodology	4		4	Core
MFM 105	Managerial Economics	4		4	Core
MFM 107	Accounting for Managers	4		4	Core
MFM 109	Information Technology Management	3		3	Core
MFM 111	Marketing Management	4		4	Core
MFM 113	Managerial Communication	4		4	Ability Enhancement Skill Course
MFM 115	Information Technology Management Lab	-	2	1	Skills
	Total	27	2	<b>28</b>	

**Industrial Visit:**

There will be at least one Industrial Visit for the students in the 1<sup>st</sup> Year either in the First Semester or Second Semester. The students will be required to submit a report and present the same to their Industrial Visit In-Charge.

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**MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**SECOND SEMESTER**

<b>Code No.</b>	<b>Paper</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>	<b>Type of Course</b>
MFM 102	Financial Management	4		4	Core
MFM 104	Decision Sciences	4		4	Skills
MFM 106	Corporate Governance & Regulatory Framework	4		4	Core
MFM 108	Investment Analysis & Portfolio Management	4		4	Core
MFM 110	Human Resource Management	4		4	Core
MFM 112	Operations Management	4		4	Core
MFM 114	Human Values and Professional Skills	3		3	Ability Enhancement Course
	Total	27		<b>27</b>	

**Note:**

1. The Students are required to undergo Summer Training of Six to Eight Weeks immediately after the Final Exam of 2<sup>nd</sup> Semester and obtain a Certificate of Training from the organization as per the format prescribed.

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**MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**THIRD SEMESTER**

<b>Code No.</b>	<b>Paper</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>	<b>Type of Course</b>
MFM 201	Summer Training Report			4	Skills
MFM 203	Financial Econometrics	4		4	Core
MFM 205	Management of Financial Services	4		4	Core
MFM 207	Mergers, Acquisition & Corporate Restructuring	4		4	Core
	Elective – I	3		3	
	Elective – II	3		3	
	Elective – III	3		3	
	Elective – IV	3		3	
	Elective – V	3		3	
	<b>Total</b>	<b>27</b>		<b>31</b>	

- Note:
1. All students must take eight elective courses in total.
  2. Five Elective papers must be taken in the Third semester and three elective papers in the fourth semester.
  3. For Project Dissertation to be done in 4<sup>th</sup> Semester, the allocation of Project Guide and Selection of topic will be done in 3<sup>rd</sup> semester and notified.
  4. It is mandatory to pass the MFM 201 (Summer Training Report) for successful completion of the course.

**LIST OF ELECTIVES**

MFM 209 - Financial Statement Analysis & Reporting  
MFM 211 - Financial Markets and Institutions  
MFM 213 - International Financial Management  
MFM 215 - Risk Management & Insurance  
MFM 217 - Banking & Financial Services  
MFM 219 - Financial Derivatives  
MFM 221 - Treasury & Wealth Management

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**FOURTH SEMESTER**

<b>Code No.</b>	<b>Paper</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>	<b>Type of Course</b>
MFM 202	Project Dissertation			6	Skills
MFM 204	Entrepreneurship Development &Project Management	4		4	Core
MFM 206	Strategic Financial Management	4		4	Core
	Elective – I	3		3	Core
	Elective – II	3		3	
	Elective – III	3		3	
	<b>Total</b>	<b>17</b>		<b>23</b>	

Note: 1. It is mandatory to pass the MFM 202 (Project Dissertation) for successful completion of the course.

**LIST OF ELECTIVES**

- MFM 208-Behavioral Finance
- MFM 210-Business Analysis and Valuation
- MFM 212-Corporate Tax Planning
- MFM 214-Social Banking & Micro Finance
- MFM 216-Financial Services Marketing

<b>Total Credits</b>	<b>109</b>
<b>To obtain the Degree a student shall require 102 credits</b>	

- The latest edition of the books mentioned in the syllabus to be used.
- Statutory legislations as amended up to date (wherever applicable).

**FIRST SEMESTER**

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**Management Process & Organizational Behaviour**

**Course Code: MFM 101**

**L - 4, Credits - 4**

**Objective:** This course is designed to expose the students to fundamental concepts of management, its processes and behavioral dynamics in organizations.

**Course Contents**

**Unit I**

**Introduction to Management:** Meaning and Nature of Management, Evolution of Management, Managerial Functions, Skills, Tasks and Responsibilities of a Professional Manager, Management by Objectives. Case Study.

**(12 Hours)**

**Unit II**

**Process of Management:** Planning-Process and Techniques, Directing-Principles and Process, Controlling-Process and Techniques, Decision Making Models. Case Study.

**(14 Hours)**

**Unit III**

**Fundamentals of Organizational Behaviour:** Introduction and Meaning, OB Models & Approaches, Work Force Diversity, Organizational Justice, Whistle Blowing and Social Responsibility, OB Trends, Case Study.

**Individual Processes and Behaviour:** Personality, Perception, Attitude, Learning, Motivation, Managing Emotions and Stress at Work.

**(14 Hours)**

**Unit IV**

**Interpersonal Processes and Behavior:** Communication, Work teams and group dynamics Leadership, Conflict Management, Interpersonal Behavior and Relations, Transactional Analysis, Case Study.

**Organizational Processes and Structure:** Organizational Design and Structure, Organizational Culture and Climate, Organizational Change and Development, Cross Cultural Organizational Behavior.

**(16 Hours)**

**Suggested Readings::**

1. George, J. M., & Jones, G.R. *Understanding and Managing Organizational Behaviour*. Pearson Education.
2. Greenberg, J., & Baron, R.A. *Behaviour in Organization*. Pearson Education
3. Nahavandi, A., Denhardt R. B., Denhardt, J.V., & Aristigueta M. P. *Organizational Behaviour*. Sage Publications.
4. Nelson D.L., Quick, J.C., & Khandelwal, P. *ORGB* . Cengage Learning.
5. Newstrom, J.W., & Davis, K. *Organizational Behaviour Human Behavior at Work*. McGraw Hill Education.
6. Robbins, S.P., Judge T.A., & Vohra, N. *Organizational Behaviour*. Pearson Education.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**Business Statistics and Research Methodology**

**Course Code: MFM 103**

**L - 4, Credits - 4**

**Objective:** The objective of this course is to provide an understanding on basic statistical concepts. It aims at equipping students with an understanding of the research process, tools and techniques in order to facilitate decision making.

**Unit I**

**Descriptive Statistics and Probability** – Mean, Median, Mode, Dispersion, Skewness and Kurtosis, Introduction to the two types of data (time series, cross-section, panel, continuous, discrete), Correlation and Regression, Meaning, Approaches of Probability Theory, Addition and Multiplication Theorems, Conditional Probability, Bayes' Rule, Probability Distributions – Binomial Poisson, Normal Distribution, Application of Probability Theory in Business Decision Making. **(14 Hours)**

**Unit II**

**Introduction to Business Research**- Types, Process, Formulation of The Research Problem, Development of The Research Hypotheses, Types of Hypotheses. Research Design: Definition, Functions, Types, Validity, Reliability, Methods of Data Collection, Types of scales, Questionnaire Designing. **(14 Hours)**

**Unit III**

**Sampling and Data Analysis:** Concept, Designs; Types of Sampling Designs, Sampling Frame; Sample Size Determination; Data Processing - Editing, Coding and Tabulating; Introduction to Data Analysis Techniques, Hypothesis Testing - Concept, Types of Errors, Steps In Hypothesis Testing. **(14 Hours)**

**Unit IV**

**Analytical Techniques:** Parametric vs. non-parametric tests, ANOVA, Correlation and Regression Analysis, Chi-square Test, Non-parametric tests for Normality, Run Test; Advanced data analysis techniques - Exploratory Factor Analysis, Discriminant Analysis, Cluster Analysis, and Conjoint Analysis. **(14 Hours)**

**Suggested Readings:**

1. Black K. *Business Statistics: For Contemporary Decision Making*. Wiley-India.
2. Chawla, D. and Sondhi, N. *Research Methodology: Concept and Cases*. Vikas Publishing House.
3. Hair Joseph F., Black William C., Babin Barry J., & Anderson Rolph E. *Multivariate Data Analysis: A Global Perspective*. Pearson Education.
4. Kumar V. *Marketing Research: A Global Outlook*. Sage Publications.
5. Levin R., & Rubin D.S. *Statistics for Management*. Pearson Education.
6. Malhotra N. K., & Dash S. *Marketing Research*. Pearson Education
7. Zikmund W. G., Babin Barry J., Carr J. C., Adhikari, A., & Mitch, G. *Business Research Methods: A South-Asian Perspective*. Cengage Learning

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**Managerial Economics**

**Course Code: MFM 105**

**L - 4 Credits – 4**

**Objective:**The course is aimed at building a perspective necessary for the application of modern economic concepts, precepts, tools and techniques in evaluating business decisions taken by a firm.

**Course Contents**

**Unit I**

**Introduction:**Nature, Scope and Significance of Managerial Economics; Relationship of Managerial Economics with other Disciplines; Role of Managerial Economics in Decision Making; Opportunity cost principle; Production Possibility curve; Incremental Concept; Cardinal and Ordinal Approaches to Consumer Behaviour; Equi-Marginal Principle; Law of diminishing marginal utility; Indifference Curve Analysis **(14 Hours)**

**Unit II**

**Consumer Behaviour and Demand Analysis:**Demand Functions; Determinants of Demand; Elasticity of Demand; Demand Estimation and Forecasting; Applications of Demand Analysis in Managerial Decision Making; Supply Functions; Determinants of Supply; Elasticity of Supply

Theory of Production: Production Function; Short Run and Long Run Production Analysis; Isoquants, Optimal Combination of Inputs; Applications in Managerial Decision Making

**(14 Hours)**

**Unit III**

**Theory of Production and Cost:**Traditional and Modern Theory of Cost in Short and Long Runs; Economies of Scale and Economies of Scope; Revenue curves; Market Structures: Price and Output decisions under Perfect Competition; Price and Output decisions under Monopoly; Price and Output decisions under Monopolistic Competition and Oligopoly; Strategic Behavior of Firms and Game Theory: Nash Equilibrium, Prisoner's Dilemma – Price and Non-price Competition.

**(14 Hours)**

**Unit IV**

**Macro-Economic Theory and Behavior of Firm:**Meaning and Importance of Macro-Economics; Economic Growth and Development; Determinants of Economic Development; Methods of Measurement of National Income; Recent Developments in Indian Economy, Inflation: Meaning, Theories, and Control Measures. **(14 Hours)**

**Suggested Readings:**

1. Dwivedi, DN. *Managerial Economics*. Vikas Publishing House, New Delhi, India.
2. Hirschey M. *Managerial Economics*. Cengage Learning
3. Mehta, P.L. *Managerial Economics: Analysis, Problems & Cases*. Sultan Chand and Sons, New Delhi.
4. Petersen Craig H., Lewis, CrisW, & Jain Sudhir K. *Managerial Economics*. Pearson Education.
5. Robert S. Pindyck, Daniel L. , Rubinfeld, & Prem L. Mehta. *Micro Economics*. Pearson Education.
6. Salvatore, D. *Managerial Economics in a Global Economy*. Oxford University Press.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**Accounting for Managers**

**Course Code: MFM 107**

**L - 4 Credits - 4**

**Objective:** The course aims at enabling students to understand the basic accounting principles and techniques of preparing & presenting the accounts for users of accounting information. The course also familiarizes the students with the basic cost and management accounting concepts and their applications in managerial decision making.

**Course Contents**

**Unit I**

**Nature of Accounting Information:** Scope and Nature of Accounting, Accounting concepts, Principles & Standards, Accounting Cycle, Journalisation, Subsidiary Books; Ledger Posting, Preparation of Trial Balance, Rectification of Errors. Classification of Capital and Revenue. Expenditure. Fixed Assets and Depreciation Accounting. Preparation of Final Accounts, Manufacturing Account; Trading Account, Profit and Loss Account; Balance Sheet (with adjustments) **(14 Hours)**

**Unit II**

**Cost Accounting:** Objectives, Classification of Cost, Preparation of Cost Sheet, Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level, Labour Costing, Overhead Cost Allocations, Over and Under Absorption. Job and Contract Costing, Operating Costing, Reconciliation of Financial and Cost Accounting. **(14 Hours)**

**Unit III**

**Performance Evaluation Techniques:** Introduction to Budgeting and Budgetary Control; Performance Budgeting; Classification of Budget; Fixed and Flexible Budgets, Zero Based Budgeting, Standard Costing and Variance Analysis; Balanced Scorecard; Responsibility Accounting. **(14 Hours)**

**Unit IV**

**Decision Making Techniques:** Marginal Costing, Application of Marginal Costing in Decision Making, Cost Volume Profit Analysis; Profit Planning, Management Accounting for Decision Making and Control; EVA; Introduction to Activity Based Costing, Target Costing, Life Cycle Costing; Uniform Costing. **(14 Hours)**

**Suggested Readings:**

1. Arora, M. N. *Cost Accounting Principles & Practice*. Vikas Publishing House.
2. Dhamija, S. *Financial Accounting for Managers*. Pearson Educations.
3. Duray. C. *Management and Cost Accounting*. Cengage Learning India Pvt. Ltd.
4. Jawahar L. *Advanced Management Accounting*. S. Chand & Company.

5. Khan M.Y., & Jain P.K. *Management Accounting-Text, Problems and Cases*. Mc GrawHill Education.
6. Maheshwari S.N & Maheshwari Sharad. K. *Textbook of Accounting for Management*. Vikas Publishing House Pvt. Ltd.
7. Maheshwari S.N., Maheshwari Sharad. K & Mittal S. N. *Cost Accounting Theory & Problems*. Mahavir Publications.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI  
MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**Information Technology Management**

**Course Code: MFM 109**

**L – 3 Credits - 03**

**Objective:** The primary objective of this course is to familiarize the student with basic concepts of information technology and their applications to business processes.

**Course Contents**

**Unit I**

**Functional and Enterprise Systems:** Data, Information and Knowledge Concepts, Decision Making Process, Physical Components of Information Systems, Classification of Information Systems. Overview of Security Issues in Information Technology, Emerging Trends in Information Technology. **(10 Hours)**

**Unit –II**

**Introduction to Spreadsheet Modeling**

Formulas/Formatting/Printing/Functions, Cell references, Lookup tables, linking disparate workbooks, Dynamic linking, updating links, Data validation, Goal seek, Pivot table, Sorting, Charting and filtering, protecting spreadsheets. **(10 Hours)**

**Unit III**

Application and System Software, Process of Software Development, DBMS: Traditional File concepts and Environment, Database Management Systems Concepts, Types of Data Models, ER Modeling, Integrity Constraints, SQL queries **(12 Hours)**

**Unit IV**

**Introduction to Web Designing**

Operation of the Internet, Services provided by Internet, World Wide Web, Creating Web Pages using HTML and Web Site designing tools, Intranets and Extranets. **(10 Hours)**

**Suggested Readings:**

1. Behl R. *Information Technology for Management*. McGraw Hill Education.
2. Brady Joseph A. & Monk Ellen F. *Problem Solving Cases in Microsoft and Excel*. Thomson Learning.
3. ITL Education Solutions. *Introduction to Information Technology*. Pearson Education.
4. Turban, Rainer and Potter. *Introduction to Information Technology*. John Wiley and Sons.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**Marketing Management**

**Course Code: MFM 111**

**L - 4 Credits – 4**

**Objective:** The course aims at making students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm

**Course Contents**

**Unit I**

**Introduction to Marketing:** Meaning and Scope of Marketing; Marketing Philosophies; Concept of Customer Value, Marketing Management Process-An Overview; Concept of Marketing Mix; Understanding Marketing Environment; Consumer and Organization Buyer Behavior; Demand Forecasting; Market Segmentation, Targeting and Positioning; Over View of Competitive Marketing Strategies. **(16 Hours)**

**Unit II**

**Product and Pricing Decisions:** Product Concept; Product Classifications; Product Levels; Product Differentiation; Product Mix; Product Line Decisions; Product Life Cycle-Concept & Strategies; Packaging; Brand and Branding Strategies; New Product Development Process; Pricing-Pricing Objectives, Determinants of Price, Pricing Methods & Strategies. **(14 Hours)**

**Unit III**

**Promotion and Distribution Decisions:** Promotion Mix-Advertising, Personal Selling, Publicity, Direct Marketing and Sales Promotion; Integrated Marketing Communication, Channels of Distribution; Functions of Intermediaries; Channel Design Decisions, Selecting Channel Members; Channel Management; Emerging Channels of Distribution. **(14Hours)**

**Unit IV**

**Contemporary Marketing Trends and Issues:** Rural Marketing, Social Marketing; Green Marketing; Ethical Issues in Marketing. Marketing 4.0

**(12 Hours)**

**Suggested Readings: :**

1. Baines, P., Fill, C., Page, K., Sinha, P.K. *Marketing: Asian Edition*. Oxford University Press, New Delhi.
2. Etzel, M., Walker, B., Stanton, W. and Pandit, A. *Marketing Management*. Mc Graw Hill Education.
3. Kotler, P., & Keller, K.L. *Marketing Management*. Pearson Education.
4. Lamb, C.W, Hair, J.F, Sharma, D. & Mc Daniel C. *Marketing- A South Asian Perspective Edition*. Cengage India Pvt. Ltd, Delhi.
5. Ramaswamy, V.S and Namakumari, S. *Marketing Management: A Strategic Decision Making Approach Global Perspective Indian Context*. 5/e, Mc Graw Hill Education.
6. Walker O. C., Mullins J. & Boyd Jr. H. W. *Marketing Strategy: A Decision Focused Approach*. Mc Graw Hill Education.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**Managerial Communication**

**Course Code: MFM 113**

**L-4, Credits -4**

**Objective:** To enable the students to become aware of their communication skills and enhance them to become successful managers and introduce them to some of the practices in managerial communication to help them to handle day-to-day managerial responsibilities

**Course Content**

**Unit I**

**Introduction to Business Communication:** Business Communication- Definition, Significance, Forms, Network and Types of Communication. Process of Communication, 7Cs of Effective Communication, Barriers and Gateways to communication. **(10 Hours)**

**Unit II**

**Forms of Communication:**

**Written:** Commercial Letters, E-mail Writing, Report Writing, Preparing Minutes of Meetings;

**Oral:** Inter-departmental Communication, Presentation Skills, Managerial Etiquette (Dining, Dressing, Telephone, Meeting, Cubicle etc.) Listening Skills, Communication in Teams, Non-Verbal Communication **(14 Hours)**

**Unit III**

**External Influence on Business Communication:** Legal and Ethical dimensions of communication, Cross Cultural and Diversity Issues of Communication, Negotiation: Meaning Significance, Approaches, Steps in Negotiation process, Technology Enabled Communication (Social Networking, Video Conferencing, Skype, Blogging etc.) **(12 Hours)**

**Unit IV**

**Applications of Communication**

Writing CVs & Application Letters, Preparing Agenda and Minutes of Meeting, Extempore, Role Plays, Group Discussions, Employment Interviews. **(20 Hours)**

**Suggested Readings:**

1. Bovee, C.L, Thill, J.V & Raina, R.L. *Business Communication Today*. Pearson Education.
2. Conger, J.A. *HBR's 10 Must Reads on Communication*. Harvard Business School Publishing Corporation.
3. Dignen, B. & McMaster I. *Communication for International Business: The Secrets of Excellent Interpersonal Skills*. HarperCollins Publishers.
4. Lesikar, R.V., Flatley M.E., Rentz, K., & Pande N. *Business Communication: Connecting in a Digital World*. McGraw Hill Education.
5. Monippally, M.M. *Business Communication: From Principles to Practice*. McGraw Hill Education.
6. Pearson, J.C., Nelson, P.E., Titsworth S., & Harter, L. *Human Communication*. McGraw Hill Education.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI  
MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**Information Technology Management Lab**

**Course Code: MFM 115**

**L – 0 P-2 Credits - 01**

**Lab will be based on Paper MFM 109 and will basically cover the following: SQL Queries, Basic HTML Tags and Web Designing Tools, Spreadsheet exercises.**



**SECOND SEMESTER**

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

## MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)

### Financial Management

Course Code: MFM 102

L-4 Credits-4

**Objective:** The course is aimed at building an understanding of concepts, vital tools and techniques applicable for financial decision making by a business firm.

#### Course Contents:

##### Unit I

**Nature and Scope of Financial Management;** Financial Objectives; Impact of Financial and Economical Environment on Financial Management; Time Value of Money including Pension Funds, Computation of EMI, Annuity, Annuity Due. Funds Flow Analysis; Cash Flow Statement and its Interpretation (AS-3), Financial Statement Analysis, Ratio Analysis, Common Size Statements, Du Pont Analysis. **(14 Hours)**

##### Unit II

**Planning for Sources of Finance** (Domestic and International); Capital Structure; Net Income Approach; Net Operating Income Approach; Traditional Approach and MM Approach, Cost of Capital; EBIT – EPS Analysis, Capital Gearing/Debt-Equity Ratio, Generation of Internal Funds. **(14 Hours)**

##### Unit III

**Capital Budgeting** - Conventional and DCF Methods; Inflation and Capital Budgeting; Risk Analysis and Capital Budgeting-Certainty Equivalent Factor; Risk Adjusted Discounting Rate; Decision Tree; Independent and Dependent Risk Analysis; Replacement Decisions, Sensitivity Analysis, Introduction to Financial Analytics. **(12 Hours)**

##### Unit IV

**Retained Earnings Vs. Dividend Decision;** Gordon Model; Walter Model; MM Approach; Lintner Model; Planning of Funds through Management of Assets - Fixed and Current; Sustainable Growth Rate. Working Capital Management; Concept of Working Capital, Working Capital Approaches, Working Capital Estimations, Management of Cash (Various Theoretical Models), Inventories, Receivables, Marketable Securities and Account Payables. **(16 Hours)**

#### Suggested Readings::

1. Brigham. Eugene F. and Houston. Joel F. *Fundamentals of Financial Management*. Cengage Learning India Pvt. Ltd.
2. Jonathan Berk, Peter De Marzo. *Financial Management*. Pearson Education.
3. Maheshwari, S.N. *Financial Management – Principles & Practice*. Sultan Chand & Sons
4. Pandey I.M. *Financial Management*. Vikas Publishing House Pvt Ltd, Delhi
5. Prasanna, Chandra. *Financial Management: Theory and Practice*. Mc GrawHill Education.
6. Van Horne, J., C, Dhamija S. *Financial Management and Policy*. Pearson Education.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**Decision Sciences**

**Course Code: MFM 104**

**L-4 Credits-4**

**Objective:** The course intends to acquaint the students for application of operational research techniques to technical problems in business management. Students realize the importance of techniques in getting the best possible solution to a problem involving limited resources

**Unit I**

**Linear Programming** – Meaning, Assumptions of Linear Programming, Formulation of Linear Programming Model, Solution of Linear Programming Problem with the help of Graphical and Simplex Method, Concept of Duality, Shadow Prices, Sensitivity Analysis, Role LP in Economic Decision Making. Transportation Problems - Initial Basic Feasible Solution, Test for Optimality. Assignment Problems, Travelling Salesman Model.

**(14 hours)**

**Unit II**

**Integer and Goal Programming:** Problems and Formulation, Cutting Plane Method, Branch and Bound Method, Applications, Single and Multiple Goal Programming Problems, Markov Chains, Dynamic Programming Problems, & Nonlinear Programming (Quadratic & Geometric Programming)

**(14 hours)**

**Unit III**

**Decision Theory** - Decision under Certainty, Uncertainty and Risk, Decision Tree Analysis. Game Theory - Pure and Mixed Strategies, Principle of Dominance, Solution of Game Theory Problems with the help of Graphical, Algebraic and Simplex Methods. **(14 hours)**

**Unit IV**

**Network Analysis** – Meaning of Networking, Network Analysis with help of PERT and CPM Models, Resource Planning and Meaning of Crashing, Queueing Theory and Concepts: Transition Probabilities, Steady-State Probabilities and Applications. **(14 hours)**

**Suggested Readings:**

1. Hiller F.S., Nag B., Basu P, Lieberman G.J. *Introduction to Operation Research*. McGraw Hill.
2. Kapoor V.K. *Operations Research: Techniques for Management*. Sultan Chand & Sons, New Delhi.
3. Render B., Stair R.M., Hanna M.E. and Badri T. N. *Quantitative Analysis for Management*. Pearson Education.
4. Sharma, J.K. *Operations Research: Theory and Applications*. Macmillan, India.
5. Vohra, N. D. *Quantitative Techniques in Management*. Tata Mc Graw hill.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**Corporate Governance and Regulatory Framework**

**Course Code: MFM 106**

**L – 4 Credits – 4**

**Objective:** To make students understand the mechanism and issues of corporate governance in the present scenario and comprehend the regulation process and regulating agencies to manage the financial services effectively.

**Course Contents**

**Unit I Economic Environment**

Fiscal and Monetary Policy, Industrial Policy, Budget as an instrument of economic policy , The New Economic Policy; Globalisation; Policy changes for Liberalisation-Industrial policy; Exim policy; Banking policy; FDI policy; Reforms in capital market; Structural reforms; Impact of reform measures; Corporate Social Responsibilities and good corporate citizenship

**(14 Hours)**

**Unit II**

**Corporate Governance**

Conceptual Framework of Corporate Governance: Theories & Models; Codes & Standards on Corporate Governance; Board Committees (Audit Committee, Remuneration Committee, Shareholders' Grievance Committee, other Committees); Understanding of the Shareholder vs Stakeholder Concept of Governance; Clause 49 and Listing Agreement; Legislative Provisions of Corporate Governance; Case Studies on Corporate Governance: Major Corporate Scandals in India and Abroad; Failure of Corporate Governance; An introduction to E-Governance.

**(14 Hours)**

**Unit III: Regulatory Framework\***

Relationship between business and Government of India; Constitutional provisions affecting business; Regulators in Indian Financial System: MOF, RBI, SEBI, IRDA; Regulations: Institutional, Prudential, Legislative, Investors; Regulation of Capital Market (Companies Act 2013 with latest amendments, SCRA Act 1956 and SEBI Act 1992 with (Amendment Rules 2017), Depositories Act 1996 with SEBI (Depositories and Participants) Regulations 2018, Banking Regulation (Amendment) Act, 2017 and Other Corporate Laws) \*Statutory

**Legislations as amended up to date. (14 Hours)**

**Unit IV: Regulatory Agencies**

Concept of Regulation, Rationale and Significance of Regulation, Role of RBI (Regulatory, Developmental, Supervisory); Financial Institutions and their Relevance to Business Operations (CRISIL, SEBI, ICRA WTO, GATT, IMF); Role of BIFR

**(14 Hours)**

**Suggested Readings:**

1. Francis, C. *Business Environment*. Revised Edition, Himalaya Publishing House.
2. Ghosh BN. *Business Ethics and Corporate Governance*. Tata Mc Grawhill.
3. Maheshwari, S.N & Maheshwari, S.K. *A Manual of Business Laws*. Himalaya Publishing House.
4. Relevant Publications of ICAI on Auditing
5. Tricker Bob. *Corporate Governance-Principles, Policies, and Practice (Indian Edition)*. Oxford University Press.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**Investment Analysis & Portfolio Management**

**Course Code: MFM 108**

**L-4 Credits: 4**

**Objective:** The basic objective of the course is to acquaint the students with investment decisions related to financial assets. The students will also be exposed to measurement of the risks and the returns involved in financial investments. The students will be made aware about the functioning of securities market along with the theories and concepts involved in portfolio management.

**Course Contents**

**Unit I**

**Investment:** Meaning, Nature and Scope, Decision Process; Investment Alternatives; Investment Risks – Interest Risk, Market Risk, Inflation Risk, Default Risk, etc.; Measurement of Systematic and Unsystematic Risk, Valuation of Securities, Duration of bonds, Terms Structure of Interest Rates, Yield to Maturity. **(10 Hours)**

**Unit II**

**Measurement of Risk,** Techniques of Risk Measurement and their Application, Concept of Beta, Classification of Beta- Geared and Ugeared Beta, Project Beta, Portfolio Beta, De-composition of total risk into systematic and unsystematic risk, Securities Market Line, Capital Market Line. **(10 Hours)**

**Unit III**

**Efficient Market Hypothesis,** Security Analysis: Fundamental Analysis; Economy, Industry and Company Analysis and Technical Analysis; Dow Jones Theory, Elliot Wave Theory, Patterns of Charts, Mathematical Indicators, Risk Management with technical analysis. **(10 Hours)**

**Unit IV**

**Portfolio Analysis,** Portfolio Selection and Portfolio Theories – Markowitz Model and Capital Assets Pricing Model, Arbitrage Pricing Theory, Sharp Optimization Model, Constructing an optimal portfolio, Portfolio Revision and Performance Evaluation of Managed Portfolios – Sharp Ratio; Treynor Ratio; Jensen’s Alpha, Fama’s Net Selectivity Ratio. **(12 Hours)**

**Suggested Readings:**

1. Bodie Z. *Investments*. McGrawHill Education.
2. Chandra, P. *Investment Analysis and Portfolio Management*. McGraw Hill Education
3. Fischer, Donald E. and Ronald J. Jordan. *Security Analysis and Portfolio Management*. Pearson Education.
4. Pandian, P. *Security Analysis and Portfolio Management*. Vikas Publication.
5. Khatri, Kumar., D. *Investment Management and Security Analysis*. Trinity Press Pvt. Ltd.
6. Ranganatham, R and Madhumathi R. *Security Analysis and Portfolio Management*. Pearson Education.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**Human Resource Management**

**Course Code: MFM 110**

**L-4, Credit-4**

**Objectives:** The course shall enhance the understanding of varied practices and processes of managing human resources and their relevance and contribution in terms of not only organization, but the other employees working therein, and also the society at large.

**Course Content**

**Unit I**

**Introduction to Human Resource Management:** Concept of HRM, Nature, Scope, Functions, Models of HRM; Roles and Responsibilities of HR managers; Business and organizational restructuring and its implications for human resource management; The HRM and approaches to HRM; Competitive Challenges and HRM: Workforce Diversity, Managing Protean Careers, Moonlighting Phenomenon, Psychological Contract, developmental leadership, employee engagement. **(14 Hours)**

**Unit II**

**Strategy and Workforce Planning:** Strategic Planning and HR Planning: Linking the Processes, Methods and Techniques of Forecasting the Demand and Supply of Manpower, Turnover and Absenteeism, Job Analysis, Job Design and Re-design: Job enlargement, Job Enrichment, Corporate strategy and human resource management; HRM and culture management. Managing HR after mergers and acquisitions. **(14 Hours)**

**Unit III**

**Expanding the Talent Pool:** Recruitment, Selection, Career Development Initiatives, HRM Competencies: Roles of HR Generalists and HR Specialists, Training & Development, Balance Scorecard(BSC), Idea underlying BSC, Research by Kaplan and Norton Introducing BSC- step By- Step. **(14 Hours)**

**Unit IV**

**Contemporary Issues in HR** – Strategic Human Resource Management, International Human Resource Management ,Wellness Programs Work Life Balance and Green HRM; Different working patterns (e.g. day work, shift systems, flexi-time, working at home, casual employment)Human Resource Information Systems and e–HR for the digital age. Competency mapping . Empowering managers through positive political skills, Mentorship, Introduction to Human Resource Analytics. **(14 Hours)**

### **Suggested Readings**

1. Byars, L.L. & Rue, L.W. *Human Resource Management*. 10/e, Mc GrawHill Education.
2. Dessler, G. & Varkkey B. *Human Resource Management*. 14/e, Pearson Education.
3. Denisi, A., Griffin, R. and Sarkar, A. *HR: A South Asian Perspective*. 1/e, Cengage Learning (India Edition).
4. Durai, P. *Human Resource Management*. 2/e, Pearson Education.
5. Ivancevich, J.M. *Human Resource Management*. 11/e, Mc GrawHill Education.
6. Mondy, W. *Human Resource Management*. 14/e, Pearson Education.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**Operations Management**

**Course Code: MFM 112**

**L-4 , Credit-4**

**Objective:** The course is designed to enable students appreciate the strategic significance of operations management in a highly competitive global economy and to introduce various principles, concepts, tools and techniques developed in the area of operations management. It is envisaged that students would gain a conceptual understanding of the subject and relate them to practical applications in real life situation.

**Course Contents**

**Unit I**

**Introduction to Operations Management**, Nature & Scope of Operations Management, Historical Evolution of Operations Management, Systems Perspectives of Operations Management, and Relationship of Operations Management with Other Functional Areas, Operations Strategy, Recent Trends in the Field of Operations Management **(14 Hours)**

**Unit II**

**Product Development:** Product Development Process, Concurrent Engineering, Tools and Approaches in Product Development viz: Quality Function Deployment, Design for Manufacturability, Design for Assembly, Design for Quality, Mass Customization; Process Selection and Facilities Layout: Determinant of Process Selection, Process-Product Matrix, Types of Layouts, Line Balancing; Facilities Location; Work Measurement and Job Design. **(14 Hours)**

**Unit III**

**Demand Forecasting;** Capacity Planning; Resources Planning: Aggregate Production Planning Materials Requirement Planning, Scheduling; Theory of constraints and Synchronous Manufacturing; Lean Management and Just in Time Production; Supply Chain Management; Inventory Planning and Control. **(14 Hours)**

**Unit IV**

**Quality Management, Quality:** Definition, Dimension, Cost of Quality, Continuous Improvement (Kaizen), ISO (9000&14000 Series), Quality Awards, Statistical Quality Control: Variable & Attribute, Process Control, Control Chart (X, R, p, np and C chart) Acceptance Sampling Operating Characteristic Curve (AQL, LTPD, a & b risk ) Total Quality Management (TQM), Introduction to Operations Analytics. **(14 Hours)**

### **Suggested Readings**

1. Chary, S.N. *Production and Operations Management*. Mc GrawHill Education.
2. Chase, R.B, Shanker., R. & Jacobs F.R. *Operations & Supply Chain Management*. 11/e, Mc GrawHill Education.
3. Heizer, J. & Render., B. *Operations Management*. 11/e, Pearson Education.
4. Mahadevan B. *Operations Management: Theory and Practice*. 3/e, Pearson Education.
5. Norman, G. and Frazier G. *Operations Management*. 14/e, Cengage Learning India Pvt.Ltd.
6. Stevenson W. J. *Operations Management*. 11/e, Mc GrawHill Education.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**Human Values and Professional Skills**

**Course Code: MFM 114**

**L-3, Credits -3**

**Objective:**

The course is designed to help students to instill on importance of their self, life skills and personality in developing their capacity to face challenges in their academic and professional career. The objective is to impart knowledge to ensure sustained happiness and prosperity based on a correct understanding of the Human reality and the rest of Existence and to facilitate the development of a holistic perspective among students towards life and profession

**Course Content**

**Unit I**

**Understanding Self**

Introspection: Who am I?; Self SWOT Analysis, Self Competencies, Personality Analysis: Needs-Wants-Desires, Self Love and Care , Identifying the Filer in one's Life; Spiritual Foundations of Personal Effectiveness; Calmness with power of breath; Meditation; Healthy Lifestyle **(10 Hours)**

**Unit II**

**Emotional Intelligence and Mental Health**

Introduction, Role of Emotions, Emotional Competencies, Executive EQ, Measuring Emotional Intelligence, Emotions and Attitudes, Happiness and Meaningful Life, Conscious Mind and State of Acceptance; Self Indulgence: **(10 Hours)**

**Unit III**

**Developing Professional Competencies**

Mind Power & Mind Power Management; Positive Attitude; Mind Mapping: Decision-Making, Problem-Solving, Critical and Analytical Thinking, Lateral Thinking **(10 Hours)**

**Unit IV**

**Human Values and Ethics**

The Indian Concept of Values, Modern Approach to the Study of Values, Professional Ethos, Code of Professional Ethics, Institutionalizing Ethics and Human Values, Gender Sensitization **(12 Hours)**

**Suggested Readings:**

1. Blackwood, Robin. *The Pursuit of Happiness: A Classroom Curriculum*. Create Space Independent Publishing Platform.
2. Bailey Cathy Quartner, *Show Up as Your Best Self: Mindful Leaders, Meditation, & More*. Create Space Independent Publishing Platform,
3. Gaur R.R. and Sangal R. *A Foundation Course in Human Values and Professional Ethics*. Excel Books
4. Goleman Daniel , Boyatzis, Richard E. *Everyday Emotional Intelligence: Big Ideas and Practical Advice on How to Be Human at Work*. Harvard Business Review Press.
5. HBR's 10 must reads on Emotional Intelligence
6. *7-Day Online video Course on Kinfulness*. Shamash Alidina and Awake Academy.

**THIRD SEMESTER**

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI  
MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**Summer Training Report**

**Course Code: MFM 201**

**L-0 Credits-4**

All the students will submit their Summer Training Reports (in duplicate) within a period of one month from the date of completion of their Summer Training to the concerned Institute/School. The supervisor in the organization under whose guidance the summer training is carried out will be required to grade the student's performance in the format prescribed by the university, attached below. Each student will be attached with one internal faculty guide, with whom he/ she shall be in continuous touch during the training period. The internal faculty guide will be required to evaluate the report (out of 40 marks) on the basis of the assessment report provided by the organization where the Summer Training has been completed and his/her own assessment about the work done by the student. The evaluation for the remaining 60 marks shall be made by an external examiner appointed by the University who shall evaluate the report on the basis of a presentation and the assessment report received from the organization where the student has undergone Summer Training.

## SUMMER TRAINING APPRAISAL

***Student's Name:***

***Programme:***

*You are requested to provide your evaluation of the student's performance on the following parameters as per the rating given below:*

<b><i>Outstanding</i></b>	<b><i>Good</i></b>	<b><i>Satisfactory</i></b>	<b><i>Unsatisfactory</i></b>
A	B	C	D

- |     |  |  |                          |
|-----|--|--|--------------------------|
| 1.  | Technical knowledge gathered about the industry and the job he/she was involved. |  | <input type="checkbox"/> |
| 2.  | Communication Skills : Oral / Written  |  | <input type="checkbox"/> |
| 3.  | Ability to work in a team  |  | <input type="checkbox"/> |
| 4.  | Ability to take initiative   |  | <input type="checkbox"/> |
| 5.  | Ability to develop a healthy long term relationship with client/associates       |  | <input type="checkbox"/> |
| 6.  | Ability to relate theoretical learning to the practical training                 |  | <input type="checkbox"/> |
| 7.  | Creativity and ability to innovate with respect to work methods & procedures     |  | <input type="checkbox"/> |
| 8.  | Ability to grasp new ideas and knowledge   |  | <input type="checkbox"/> |
| 9.  | Presentations skills   |  | <input type="checkbox"/> |
| 10. | Documentation skills   |  | <input type="checkbox"/> |
| 11. | Sense of Responsibility  |  | <input type="checkbox"/> |
| 12. | Acceptability (patience, pleasing manners, the ability to instill trust, etc.)   |  | <input type="checkbox"/> |
| 13. | His/her ability and willingness to put in hard work                              |  | <input type="checkbox"/> |
| 14. | Punctuality  |  | <input type="checkbox"/> |
| 15. | In what ways do you consider the student to be valuable to the organization?     |  | <input type="checkbox"/> |

Any other comments

**Assessor's Overall Rating**

Assessor's Name:

Email id:

Contact No:

Designation:

Organization Name :

Address :

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**Financial Econometrics**

**Course Code: MFM 203**

**L - 4, Credits - 4**

**Objective:**

This course develops the concepts and techniques that are applied to financial modelling and financial decisions. It stresses the application of theory and techniques and extensive use of case studies.

**Course Contents**

**UNIT 1**

**Basic Econometrics:** Definition Scope of Econometrics, Methodology of Econometric Research, Specification and Estimation of Econometric Model, Basic Concepts of Estimation, Nature and Source of Data for Econometric Analysis. **(10 Hours)**

**UNIT 2**

**Econometric Methods for Finance:** Objective of Econometric Models, Micro and Macro models. General Linear Model: Assumptions, least squares estimation, BLUE (Best Linear Unbiased Estimator), Confidence Intervals for unknown parameters, Prediction, Linear Restrictions, Multicollinearity, Heteroscedasticity, Autocorrelation, Specification error. **(14 Hours)**

**UNIT 3**

**Fundamentals of Forecasting Financial Time Series:** Nature and Uses of Forecasting – Forecasting Methods: Qualitative and Quantitative methods – Steps involved in Stochastic Model building – Forecasting model evaluation – Model selection techniques: AIC, BIC and AICC – Forecasting model monitoring; Financial Forecasting with Exponential Smoothing, Stationary Time Series, properties; Random Walk Model; Unit Roots, Tests of Stationarity; **(16 Hours)**

**UNIT 4**

**Financial Modeling & Decisions:** Financial forecasting with AR, MA and ARMA models, Box-Jenkins methodology for ARIMA models, Granger Causality Test, Testing for Co-integration; Co-Integration and Error Correction Model, Vector Auto Regression, problems with VAR modelling-Applications. Modelling Financial Volatility: ARCH, GARH, ARCH-M, EGARH and IGARH models.

Financial Decisions: Capital Investment Decisions under Risk, Corporate Debt Capacity Management Decisions, Replacement Decisions, Leasing Vs Borrowing Decisions. Business Failure and Reorganization- Application of Multiple Discriminant analysis; Forecasting Business Failure. **(16 Hours)**

**Suggested Readings:**

1. Bhaumik, S.K. *Principles of Econometrics: A Modern Approach Using EViews*. Oxford University Press; UK.
2. Gujarati, D. *Basic Econometrics*. McGraw Hill Education.
3. Madala, G.S. *Introduction to Econometrics*. Willey Indian Pvt. Ltd.
4. Shyamala, S. *Introductory Econometrics*. Vishal Publishing Co.
5. Wooldridge, J. *Introductory Econometrics: A Modern Approach*. South- Western

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**Management of Financial Services**

**Course Code: MFM 205**

**L - 4, Credits - 4**

**Objective:** This course is structured to familiarize students with the functioning and growth of financial service industry in India.

**Course Contents**

**UNIT I**

**Introduction to Financial services:** Meaning, Types - Fund based and Fee based financial services, Non-Banking Financial Companies, Functions, Prudential Norms for NBFCs.  
**(14 hours)**

**UNIT II**

**Leasing and Hire-Purchase:** Concept, Types of Lease, Financial Evaluation of a Lease, Cross Border Leasing, Contents of a lease agreement, Bills Discounting, Hire Purchase Finance conceptual framework, Lease Financing Vs. Hire Purchase Financing, parties to Hire Purchase contract.  
**(14 hours)**

**UNIT III**

**Factoring and Venture Capital:** Factoring concept, Nature and Types, Cost and benefits of Factoring; Credit Investigation and Analysis, Credit Limit, Credit Rating: Rating Agencies, function, Rating process and Methodology; Venture Capital concept, Process, Methods of Venture Financing, Dis-investment mechanisms, Venture capital Industry in India and Future prospects of Venture Financing.  
**(14 hours)**

**UNIT IV**

**Merchant Banking:** Activities in new issue market, Managing issue of shares and bonds; Mutual Funds, mechanism, types of schemes, Mutual funds industry in India – recent developments; Securitization and Financial Reconstruction and Enforcement of Security interest Act, regulations, Recent developments in the financial Services industry.  
**(14 hours)**

**Suggested Readings:**

1. Khan, M.Y. *Financial Services*. Tata McGraw Hill
2. Natrajan, K., Gordon E. *Financial markets and services*. Himalaya Publishing House
3. Shanmugham, R. *Financial Services*. Wiley
4. Thummuluri, S. *Financial Services*. Pearson Education
5. Tripathy, N. P. *Financial Services*. Prentice Hall of India
6. Vij, M. *Merchant Banking and Financial Services*. Tata McGraw Hill

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI  
MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**Mergers, Acquisitions & Corporate Restructuring**

**Course Code: MFM 207**

**L- 4, Credit – 4**

**Objective:** Liberalized economy has generated many opportunities of combining businesses to create wealth. The fundamental aim of the course is to prepare students to take advantage of the current scenario and understand how mergers, acquisitions and corporate restructuring are implemented.

**Unit – I**

**Introduction to Mergers: Meaning,** Types of Mergers, Merger Strategy-Growth, Synergy, Operating Synergy, Financial Synergy, Diversification, Other Economic Motives, Hubris Hypothesis of Takeovers, Other Motives, Tax Motives; Corporate Restructuring – Significance, Forms of Restructuring; Merger Process. **(14 hours)**

**Unit – II**

**Approach for Merger, Acquisition and Takeover:** Defence Against Hostile Takeover, Poisson Pill, Bear Hug, Greenmail, Pacman; Negotiation, Due Diligence: Five Stage Model, Types, Due Strategy and Process, Challenges; Criteria for Negotiating Friendly Takeover, Financing of Merger; Post Merger H.R. and Cultural Issues **(14 hours)**

**Unit – III**

**Legal Aspects of Mergers/ Amalgamation and Acquisition:** Provisions of Companies Act; Regulation by SEBI; Takeover Code: Scheme of Amalgamation, Approval from Court. Valuation of a Business. **(14 hours)**

**Unit – IV**

**Methods of Valuation:** Cash flow Basis, Earning Potential Basis, Growth Rate, Market Price etc.; Computation of Impact on EPS and Market Price; Determination of Exchange Ratio; Impact of Variation in Growth of the Firms; MBO, LBO, Boot Strapping; Recent Case Studies of Merger and Acquisitions. **(14 hours)**

**Suggested Readings:**

1. Donald, D. *Merger, Acquisitions and other Restructuring Activities*. Elsevier Incorporation
2. Fred, W. J., Chung K.S., Hoag S.E. *Mergers, Restructuring and Corporate Control*. Prentice Hall of India, New Delhi
3. Gaughan, P.A. *Merger, Acquisitions and Corporate Restructuring*. Wiley India Pvt Ltd.
4. Godbole, P.G. *Mergers, Acquisitions and Corporate Restructuring*. Vikas Publishing House Pvt. Ltd., New Delhi
5. Ramanujan, S. *Mergers: the new Dimensions for Corporate Restructuring*. Mc Graw Hill Education

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**Financial Statement Analysis & Reporting**

**Course Code: MFM 209**

**L – 3, Credits - 3**

**Objective:** This course is designed to prepare students to interpret and analyze financial statements for tasks such as credit and security analysis, lending and investment decisions, and other decisions that are dependent on financial data.

**Unit – I**

**Introduction** - Financial statements - Analyzing the Balance Sheet, Work sheet – Formatting – Audit Tool Bar – Graphics Viewing Formula - Decision Making Relationship with Financial Statement & Financial Statement Analysis (FS & FSA); Sources of information for FA- Traditional and New Approaches to FSA, Financial Reporting Standards (FRS): Objective of Financial Reporting, Regulatory Bodies, Effective Financial Reporting, Comparison of IFRS with Alternative Reporting Systems, Monitoring Developments in FRS **(12 hours)**

**Unit – II**

**Techniques of FSA (Financial Statement Analysis)** - Comparison- Intra firm, Inter firm, Inter Period Analysis, Regional Performance Analysis, Cross Sectional Analysis, Residual Method, Beyond National Boundary Analysis-Merits and Limitations; Types of Analysis- Comparative, common-size, trend analysis, Ratio analysis - merits and limitations **(10 hours)**

**Unit – III**

**Income Statement Analysis** - Factors affecting reported income, Classification of income statement analysis, Barriers and measures to overcome objective income statement analysis; Revenue and expenses recognition-Techniques used by Management for earning manipulation. Balance Sheet Analysis; Asset Reporting; Accounting for Fixed Assets, Accounting for Liabilities, Off Balance sheet liabilities **(10 hours)**

**Unit – IV**

**Financial Distress (FD) And Scams** - Need for corporate failure analysis-Stages, Symptoms in FD Concepts on sickness, Distress, Failure and insolvency-Factors responsible for FD; Assessing Bankruptcy status as per Altman’s Model- Corporate (Accounting) scams Enron; World com; Satyam –Measures taken by SEBI; Companies act to prevent scams after US Soxy Act 2002. Fraud Risk Management: Meaning, Laws Relating to Fraud Risk Management, types of Fraud, Analytical Methods in Fraud Risk Management, **(10 hours)**

### **Suggested Readings:**

1. John J., Subramanyam, K.R., Halsey Robert F. *Financial Statement Analysis*. Tata McGraw Hill Publishing company Ltd. New Delhi.
2. Krishna, G., Paul, M. and Victor, L. *Business Analysis and Valuation using Financial statements*. Cengage Learning India Pvt Ltd., New Delhi.
3. Robinson, T.R., Henry, E., Pirie, W.L., and Broihahn M.A. *International Financial Statement Analysis*. Wiley & Sons, USA
4. Ruzbeh J. *Understanding and Analyzing Balance Sheets Using Excel Worksheet*. PHI, New Delhi.
5. Sinha, G. *Financial Statement Analysis*. Prentice Hall of India, New Delhi.
6. Stephen, H. *Financial Statement Analysis and Security Valuation*. Tata McGraw hill publishing company ltd. New Delhi
7. Turner, C. *Fraud Risk Management – A Practical guide for Accountants*. CIMA Publishing, UK

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**Financial Markets and Institutions**

**Course Code: MFM 211**

**L - 3, Credits - 3**

**Objective:** To provide the student a basic knowledge of financial markets and institutions and to familiarize them with major financial services in India.

**Unit I**

**Financial Markets:** Financial system and its components, functions; money market, instruments, types, regulations, Role of central bank in money market; capital markets, types, products, reforms; primary market, book building process; corporate debt market, financial markets and economic development; SEBI and recent reforms. **(10 hours)**

**Unit II**

**Banking Sector:** Banking sector in India, role of RBI, commercial banks, foreign banks, reports of important committees, functions of a bank, products, assets and liabilities of banks; Non-performing assets, growth and performance of Indian banking sector; Regional Rural Banks; E-banking; role and scope of payment banks, RBI, functions, objectives and reforms; recent trends in banking sector. **(12 Hours)**

**Unit III**

**Financial Institutions:** Ministry of Corporate Affairs; Non-banking financial companies (NBFCs); Life and non-life insurance companies in India, IRDA and recent reforms; Pension Fund Regulatory and Development Authority; Development Financial Institutions (DFIs); Mutual Funds, instruments, growth and performance of mutual funds; Housing finance. **(10 Hours)**

**Unit IV**

**Financial Services:** Merchant banking, Venture capital and private equity; Factoring & Forfeiting; Credit rating agencies; Underwriting; Portfolio management; Loan syndication, project financing; brokerage services.

**(10 Hours)**

**Suggested Readings:**

1. Bhasin, N. *Financial Institutions & Financial Markets in India: Functioning & Reforms*. New Century Publications.
2. Fabozzi, F. J. *Bond Markets Analysis and Strategies*. Pearson Education.
3. Khan, M. Y. *Indian Financial System*. McGraw Hill Education.
4. Mishkin, F. S., & Eakins, S. *Financial Markets and Institutions*. Pearson Education.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI  
MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**International Financial Management**

**Course Code: MFM 213**

**L-3 Credits: 3**

**Objective:** The fundamental aim of the course is to develop the skills that equip students to understand and appreciate the international financial issues that companies face when they operate in several separate countries. This course encompasses various issues related to international capital markets, foreign exchange rate determination and global financial management.

**Course Contents**

**Unit I**

**Global Financial Environment:** Overview, International Monetary System: Exchange Rate Regimes, IMF, Euro Currency Market, EURO Market, Capital Market, Balance of Payments: Understandings, Analysis & Interpretation. **(10 Hours)**

**Unit II**

**Foreign Exchange Market:** Nature, Structure, Types of transactions, Exchange rate quotation & Arbitrage, Spot & Forward, Foreign Exchange Market in India: Nature, Structure, Operations & Limitations, Exchange Rate Determination: Structural Models of Exchange Rate Determination, Exchange Rate Forecasting, The Exchange Rate of Rupee. **(12 Hours)**

**Unit III**

**Foreign Exchange Risk Exposure:** Types of Risk, The Risk Management Process: Hedging, Swaps, Futures, Options, Types of Derivatives, Role of SEBI/RBI. **(10 Hours)**

**Unit IV**

**Foreign Investment Decision:** International Project Appraisal, Exchange Rate Risk & Cost of Capital, International Joint Ventures, A review of NPV Approach. **(10 Hours)**

**Suggested Readings:**

1. Apte, P.G. *International Financial Management*. McGraw Hill Education Private Limited, Delhi
2. Bhalla, V. K. *International Financial Management*. S. Chand & Co., Delhi
3. Michael, H. M., Eiteman, D. K. *Multinational Business Finance*. Pearson Education.
4. Shapiro, M. *Multinational Financial Management*. WILEY, India
5. Siddaiah, T. *International Financial Management: An Analytical Framework*. Pearson Education.
6. Vij, M. *International Financial Management*. Excel Books, Delhi

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**  
**Risk Management and Insurance**

**Course Code: MFM 215**

**L-3 Credits: 3**

**Objective:** This course is intended to develop an understanding among students about identifying, analyzing and managing various types of risk. Besides the students will be in a position to understand principles of insurance, types and its usefulness in business.

**Course Contents**

**Unit I:**

**Concept of Risk,** Types of Risk, Managing Risk, Sources and Measurement of Risk, Risk Evaluation and Prediction. Application of Statistical Techniques in Risk Avoidance. Disaster Risk Management. **(10 hours)**

**Unit II:**

**Evaluating the Frequency and Severity of Losses-**Risk Control-Risk Financing Techniques-Risk Management Decision Methods-Pooling Arrangements and Diversification of Risk, Risk Retention and Transfer, Pooling, Loss Exposure, The Changing Scope of Risk Management-Insurance Market Dynamics-Loss Forecasting-Financial Analysis in Risk Management -- Decision Making- Other Risk Management Tools **(10 hours)**

**Unit III:**

**Concept of Insurance,** Need for Insurance and Basic Characteristics of Insurance-Requirements of an Insurable Risk-Adverse Selection and Insurance-Insurance vs. Gambling Insurance vs. Hedging- Types of Insurance-Essentials of Insurance Contracts, Insurance Industry in India, Globalization of Insurance Sector, Role of IRDA, Regulation of Risk Reduction by IRDA. Reinsurance, Co-insurance, Assignment. **(10 hours)**

**Unit IV:**

**Life Insurance:** Basics of Life Insurance, Growth of Actuarial Science, Features of Life Insurance, Life Insurance Contract, Life Insurance Documents, Insurance Premium Calculations. Life Insurance Classification-Classification on the Basis –Duration -Premium Payment-Participation in Profit-Number of Persons Assured-Payment of Policy Amount-Money Back Policies-Unit Linked Plans.

Annuities-Need of Annuity Contracts, Annuity V/s Life Insurance, Classification of Annuities. Types of Insurance, Fire and Motor Insurance, Health Insurance, Distinction between Life Insurance and Marine Insurance. Control of Malpractices, Negligence, Loss Assessment and Loss Control, Exclusion of Perils, Actuaries, Automobile Insurance, Computation of Insurance Premium. **(12 hours)**

**Suggested Readings:**

1. George, E. R. *Principles of Risk Management and Insurance*. Pearson Education.
2. Gupta, P.K. *Insurance and Risk Management*. Himalaya Publishing House.
3. Mishra, M. N. *Insurance: Principles and Practice*. Sultan Chand and Sons
4. Mittal, A., Gupta, S. L. *Principles of Insurance and Risk Management*. Sultan Chand and Sons.
5. Panda, G.S. *Principles and Practices of Insurance*. Kalyani Publications.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**Banking and Financial Services**

**Course Code: MFM 217**

**L - 3, Credits - 3**

**Objective**

This course is designed to provide a basic knowledge of financial markets and institutions to the student and to familiarize them with major financial services in India.

**Contents**

**Unit 1**

**Introduction:** An overview of Indian Financial System, Components of Financial System, Financial Intermediation, Flow of Funds Matrix, Financial System and Economic Development, Financial Regulators in India: RBI, Ministry of Corporate Affairs, SEBI, IRDA, Financial Conglomerates.

**Basic Concepts:** Banking, Emergence of Banks – Global and Indian Perspective, Journey of Banking in India, Role of Banks as important Aids to Trade, Functions of Banks, Contribution in GDP and effect on Indian Economy. **(10 Hours)**

**Unit 2**

**Banking and Financial Markets:** Nationalized & Co-Operative Banks, Regional Rural Banks, Scheduled Banks, Private Banks, Foreign Banks, Wholesale and Retail Banking, MUDRA Bank and Payment Banks. **Financial Markets:** Indian Money Market-An Overview, Capital Markets-Functions, Organization and Instruments, Indian Equity Market Primary and Secondary Markets, Role of Stock Exchanges in India. **(12 Hours)**

**Unit 3**

**Financial Services:** An Overview, Indian and Global Perspective – Managing New Challenges, Regulatory Perspectives, Improving Risk Management Systems, Banking and the Management of Financial Services. **Financial Instruments:** Commercial Papers, Certificate of Deposits, Treasury Bills, Commercial Bills, Gilt-edged Securities, Equity Shares, Dematerialization, Preference Shares, Debentures, Warrants and Convertibles, ADRs and GDRs. **(08 Marks)**

**Unit 4**

**Financial Institutions:** Depository and non-depository institutions, Development Financial Institutions (DFIs), Life and non-life insurance companies in India, Mutual Funds- Introduction and their role in capital market development, Non-banking financial companies (NBFCs), Regional Rural Banks. **Other Financial Institutions:** Urban Cooperative Banks, Rural Cooperative Credit Institutions, Pension Fund Regulatory and Development Authority, Clearing Corporation of India Ltd, Discount and Finance House of India Ltd, National Securities Depository Ltd, Securities Trading Corporation of India Ltd. Credit Rating Institutions.

**(12 Hours)**

**Suggested Readings:**

1. Bhasin, N. *Financial Institutions & Financial Markets in India: Functioning & Reforms*. New Century Publications
2. Bhole, L.M. *Financial Institutions and Markets*. Tata McGrawHill Publishing
3. Fabozzi, F. J. *Markets Analysis and Strategies*. Pearson Education.
4. Khan, M. Y. *Indian Financial System*. McGraw Hill Education
5. Mishkin, F. S. & Eakins, S. *Financial Markets and Institutions*. Pearson Education.
6. Mishkin, S. F. & Eakins, S. *Study Guide for Financial Markets and Institutions*. Pearson Education.
7. Saunders, A. & Cornett, M. M. *Financial Institutions Management: A Risk Management Approach*. McGraw-Hill Education
8. Srivastava, R. M. *Management of Indian Financial Institutions*. Himalaya Publishing

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**Financial Derivatives**

**Course Code: MFM 219**

**L-3, Credits-3**

**Objective:** The course aims at providing detailed understanding of the characteristics and applicability of financial derivatives along with the relevant regulatory framework.

**Course Content**

**Unit I**

**Financial Derivatives:** An Introduction to Financial Derivative Markets; Past and Present, Concept, Purpose and Types of Financial Derivative Instruments; Forwards, Futures, Options, Swaps, and Other Derivatives; Weather Derivatives, Energy Derivatives and Insurance Derivatives. Hedgers, Arbitrageurs and Speculators. Difference between Exchange Traded and OTC Derivatives. **(12 Hours)**

**Unit II**

**Financial Forward and Futures Contracts:** Financial Forward Contracts; Concept Characteristics, and Type of Financial Forward Contracts; Equity Forward, Currency Forward, Bond and Interest Rate Forward, Forward Rate Agreements. Financial Future Contracts: Concept, Characteristics, and Type of Financial Future Contracts; Stock Future, Index Future, Currency Future, Interest Rate Future and Commodity Future. Future Market-Trading and Mechanism; Future Pricing-Theories, Cost of Carry Model, Valuation of Individual Contracts. **(10 Hours)**

**Unit III**

**Financial Option and Swap Contracts:** Financial Options; Concept, Characteristics and Types of Financial Options; Stock Options, Index Options, Currency Options, Commodity Options, Option on Futures, Interest Rate Options. Option Pricing Models-the Black-Scholes Option Pricing Model, Binomial Option Pricing Model, Trading with Option, Option Strategies; Straddle, Strangle, Spreads. Option Greeks; Delta, Gamma, Theta, Vega, Rho. Exotic Option; Types of Exotic Options; Bermuda Option, Forward Start Option, Barrier Option, Chooser Option, Compound Option, Basket Option, Binary Option, Look Back Option, Asian Option. Swaps; Concept, characteristics and Types of Swaps **(12 Hours)**

**Unit IV**

**Regulatory Framework for Derivatives:** Regulation of Financial Derivatives in India; Securities and Contracts (Regulation) Act (2013), Guidelines of SEBI and RBI. **(08 Hours)**

**Suggested Readings:**

1. Bernstein, J. *How the Future Markets Work*, Penguin USA, New York Institute of Finance, Cornell University
2. Chako, G., Sjöman, A., Motohashi, H., Dessain, V. *Credit Derivatives: A Primer on Credit Risk, Modeling and Instruments*. Wharton School Publishing
3. Chance, D.M. and Brooks, R. *Derivatives and Risk Management Basics*. Cengage Learning.
4. Gupta, S.L. *Financial Derivatives: Theory, Concepts and Problems*. Prentice-Hall of India
5. Hull, J. C. *Options, Futures and other Derivatives*. Pearson Education.
6. Summa, J.F., Lubow, J. W. *Options on Futures: New Trading Strategies*. John Wiley and Sons Inc., Newyork

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**Treasury and Wealth Management**

**Course Code: MFM 221**

**L-3, T-0, Credits-3**

**Objective:** The objective of the course is to enhance the understanding of treasury and wealth management by shedding light on its various aspects and issues.

**Course Contents:**

**Unit I**

**Introduction:** Meaning of Treasury and Wealth Management, Scope, Components and Process of WM, Significance, Relationship between Treasury and Wealth Management and Financial Management; Role and Responsibilities of Chief Finance Officer, Tools of Treasury Management, Wealth Management Needs and Expectations of Clients, code of Ethics for Wealth Manager. **(12 hours)**

**Unit II**

**Investment and Risk Management:** Types of Investment Risk: Business risks, Corporate Liquidity Risk, Financial Risk, Interest Rate Risk Management, Working Capital Management, Risk Profiling of Investors and Asset Allocation (Life Cycle Model), Asset Allocation Strategies (Strategic, Tactical, Life-cycle based), Goal-based, Financial Planning, Active and Passive Investment Strategies, Role of Equity, Role of Debt. **(10 hours)**

**Unit III**

**Estate and Retirement Planning:** Estate Planning Concepts – Inheritance law, Assets and Liabilities, Valid will- Trust, Deductions – Exemptions, Understanding of Different Salary Components, Introduction to Retirement Planning, Purpose and Need, Life Cycle Planning, Financial Objectives in Retirement Planning, Factors and Principles of Wealth Creation **(10 hours)**

**Unit IV**

**Role of Regulatory Bodies:** Introduction to integrated treasury, FOREX, Role of RBI, Development of forex market in India, capital account convertibility, Foreign Exchange Management Act (FEMA), AMFI, Role of Private banks in Treasury and Wealth management, Various issues faced by the investors. **(10 hours)**

**Suggested Readings:**

1. Avadhani, V.A. *Treasury Management in India*. Himalaya Publishing India.
2. Bagchi, S.K. *Treasury Risk Management*. Jaico Publishing.
3. Bhatt, S.N. *Wealth Management*. Excel Books.
4. Bradstreet and Dun. *Wealth Management*. McGraw Hill.
5. Evensky, H., Horan, S.M., Robinson, T.R. and Ibbotson, R. *The New Wealth Management*. Wiley.
6. Horcher, K. *Essentials Of Managing Treasury*. Wiley.
7. Indian Institute of Banking and Finance, Treasury Management, Macmillan Publishers.

**FOURTH SEMESTER**

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**Project Dissertation**

**Course Code: MFM 202**

**Credits-06**

Every student will be assigned a project topic in the third semester and it will be pursued by him/her in the fourth semester under the supervision of an internal supervisor. The dissertation along with a soft copy will be submitted by the students in their respective institutions in the fourth semester. The filled questionnaires, if applicable, be also submitted in the respective Institutions along with the report. The suggested format of the report is given below:

- Executive Summary
- Introduction
- Objectives of the Research Undertaken
- Literature Review
- Hypothesis, if any
- Research Methodology
- Data Analysis
- Findings and Conclusions
- Recommendations
- References/ Bibliography
- Appendices – to include questionnaire, if any

The student shall be required to submit progress reports as per the schedule to be announced by the School/Institutions for assessment by the internal project guide. The total marks will be 100 out of which 60 marks will be given by the external examiner and 40 marks to be given by the internal Project Guide. The internal assessment shall be done on the basis of a presentation by the student as per the assessment schedule to be decided and announced by the School/Institution. The external assessment shall be done on the basis of a Viva Voce and the report by an examiner to be appointed by the University.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI  
MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**Entrepreneurship Development & Project Management**

**Course Code: MFM 204**

**L-4, Credits-4**

**Objectives:**

The course aims at giving insights into the Management of Small Business based on 3S Model: Stimulate, Sustain and Support so that a spirit of Entrepreneurship can be inculcated among the student participants. It also aims at making the student understand the concept of project and its management by understanding the various tools and techniques that are used in managing a business project from Planning to Control.

**Course Contents**

**UNIT I**

**Entrepreneur & Entrepreneurial development-**

Views of economists, Sociologists, psychologists and managers on the making of an entrepreneur- Factors influencing entrepreneurship: Individual factors; Environmental factors; Socio-cultural factors; Entrepreneurial Support systems; Entrepreneurial motivation.

Types of entrepreneurs; Entrepreneur and Professional manager; Women Entrepreneur- Concept and functions of women entrepreneurs; Problems of women entrepreneurs; Developing women entrepreneurs; Recent trends in Entrepreneurship. **(14 Hours)**

**UNIT II**

**Entrepreneurial Development Programmes (EDPs)**

Need and objectives of EDP; Small Entrepreneurs: Government Policy for Small Scale Industries (SSIs). Institutional Support Systems for small entrepreneurs-Role of DIC; SFCs; Commercial Banks; SIDBI; Entrepreneurship Development Institutes (EDIs); Small Industries Development Corporation (SIDC); SISI; NSIC; NISBUD; State Financial Corporation SIC etc. **(14 Hours)**

**UNIT III**

**Concept of a Project & Project Management**

Characteristic features of a project- Project life cycle and its different phases; Project feasibility study; Production feasibility; Market feasibility; Technical Feasibility; Financial feasibility; Human Resource feasibility & Export feasibility. Prerequisites for successful implementation of projects. **(14 Hours)**

**UNIT IV**

**Evaluation and appraisal of projects**

Project Appraisal Techniques; Project Control; Reasons for ineffective project control; Technique of Project Control; Preparation of project proposals. **(14 Hours)**

**Suggested Readings:**

1. Charantimath. *Entrepreneurship Development and Small Business Enterprise*. Pearson Education.
2. Donald F. K. *Entrepreneurship: Theory, Process and Practice*. South Western Publication.
3. Holt D. H. *Entrepreneurship New Venture Creation*. Pearson Education.
4. Nath, S. *Entrepreneurship Development and Small-Scale Industries*. Neha Publishers & Distributors, Delhi.
5. Scarborough, N. M. and Cornwall, J. R. *Essentials of Entrepreneurship and small Business Management*. Pearson Education.
6. Taing, K. *Entrepreneurship Theory and Practice*. Anmol Publication Pvt. Ltd, Delhi.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**Strategic Financial Management**

**Course Code: MFM 206**

**L-4, Credits-4**

**Objective:** This course aims to develop a strategic perspective to financial decision-making

**Unit I**

**Financial Policy and Strategic Management:** Financial Policy as a part of Strategic Management, Components of Financial Strategy; Objectives and Goals; Strategic Planning Process. Balancing Financial goals vis-à-vis sustainable growth. Portfolio Tools, Mean-Variance Analysis and Capital asset pricing model, Factor models and Arbitrage Pricing Theory.

**(14 Hours)**

**Unit II**

**Capital Budgeting decision:** Impact of Taxation, Depreciation, Inflation and Working Capital on Capital Budgeting Decision, Approaches to Capital Budgeting; Social Cost Benefit Analysis; Leasing Decision, Dividend Decision: Dividend Theories and Dividend Policies; Foreign Direct Investment and Foreign Institutional Investment.

**(14 Hours)**

**Unit III**

**Financial analysis and planning:** Financial models, Forecasting Financial Statements, Cross sectional analysis of financial statement information, Control, governance and financial architecture. Corporate Valuation and Value Based Management.

**(14 Hours)**

**Unit IV**

**Expansion and Financial Restructuring:** Mergers and amalgamations – corporate restructuring, Buy-back of shares, LBO, Sell-off, Spin-off, Demerger and reverse merger, reasons for merger, legal procedure for merger, benefits and cost of merger; Determination of swap ratios; Evaluation of merger proposal; Corporate and distress restructuring.

**(14 Hours)**

**Suggested Readings:**

1. Chandra P. *Strategic Financial Management*. McGrawHill Education.
2. Copeland, T.E. and Weston, J.F. *Financial Theory and Corporate Policy*. Pearson Education.
3. Kaplan, R. S., and Cooper, R. *Cost & Effect: Using Integrated Cost Systems to Drive Profitability and Performance*. Harvard Business Press.
4. Khan, M.Y. and Jain, P.K. *Management Accounting-Text, Problems and Cases*. McGrawHill Education.
5. Kumar, R. *Strategic Management Case Book*. Academic Press.
6. Maheshwari, S.N. & Maheshwari, S. K. *Textbook of Accounting for Management*. Vikas Publishing House Pvt. Ltd
7. Van, H., James, C. *Financial Management and Policy*. Pearson Education.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI  
MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**Behavioral Finance**

**Course Code: MFM 208**

**L-3, Credits-3**

**Objective:** The course covers details of rational and other behavioural aspects of market participants which influence the return from market to investors.

**Course Contents**

**Unit I**

**Foundation of Behavioural Finance**, Rationality to Psychology, Agency Theory, Prospect Theory, Traders Brain, Overreaction and Optimism. **(10 Hours)**

**Unit II**

**Challenges to Market Efficiency**, Momentum Vs Reversal, Noise trader risk in Financial Market, Attitude to Risk, Expected utility, Mental Accounting. **(10 Hours)**

**Unit III**

**Heuristic and Biases**, Overconfidence, Emotion and Reasoning, Excessive Risk taking, Behavioural Explanation for Anomalies, Excessive Volatility, Loss Aversion, Gamblers' Fallacy **(12 Hours)**

**Unit IV**

**Investor Behaviour**, Conformity, Contrarian investing, Group psychology on Board, Personality and biases. **(10 Hours)**

**Suggested Readings:**

1. Ackert, L. *Understanding Behavioural Finance*. Cengage Learning Pvt. Ltd.
2. Forbes, W. *Behavioural Finance*. Wiley Books.
3. Shefrin, H. *Beyond Greed and Fear: Understanding Behavioral Finance and the Psychology of Investing*. Harvard Business School Press.
4. Shleifer, A. *Inefficient Markets: An Introduction to Behavioral Finance*. Oxford University Press.
5. Singhal, V. *Beyond the Random Walk: A Guide to Stock Market Anomalies and Low-Risk Investing*. Oxford University Press.
6. Thaler, R. H. *Advances in Behavioral Finance*. Russell Sage Foundation

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**Business Analysis and Valuation**

**Course Code: MFM 210**

**L-3, T-0 ,Credits-3**

**Objective:** This course introduces the valuation techniques used by analysts in corporate finance, equity research, fund management, and strategy consulting to value businesses and their combinations.

**Course Contents:**

**Unit-I**

**Framework for Business Analysis:** Basics of business analysis, Fundamental Analysis, Industry analysis, Competitive and corporate strategy analysis. **(10 Hours)**

**Unit-II**

**Accounting analysis:** Implementing accounting analysis, steps in accounting analysis, Pitfalls, Value of accounting data and accounting analysis, Prospective analysis: Forecasting, valuation theory and concepts, valuation implementation, sensitivity analysis. **(10 Hours)**

**Unit-III**

**Business Valuation Basics:** Principles and Techniques of valuation, approaches to valuation models, accounting based valuation, Asset Valuation; Earning Valuation, Cash flow valuation, Elements of Business Valuation, Discounted Cash Flow Valuation, Relative Valuation, Free Cash Flow. **(12 Hours)**

**Unit-IV**

**Valuation Models:** Valuation models, Valuation basics for a firm, Firm valuation models, Valuation multiples, Equity discounted cash flow model, Value of synergy, Contingent Claim Valuation. **(10 Hours)**

**Suggested Readings:**

1. Damodaran, A. *Damodaran on Valuation: Security Analysis for Investment and corporate finance*. Wiley.
2. Damodaran, A. *Investment Valuation: Tools and Techniques for Determining the Value of Any Asset*. Wiley.
3. Palepu, K., Healy, P., Bernard, V., and Peek, E. *Business Analysis and Valuation Using Financial Statements*. CENGAGE.
4. Pratt, S.A. *Valuing a Business, The Analysis and Appraisal of Closely Held Companies*. McGraw-Hill Library of Investment and Finance

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**Corporate Tax Planning**

**Course Code: MFM 212**

**L-3, Credits-3**

**Objective:** The basic objective of this course is to provide an insight into the concept of corporate tax planning and to equip the students with a reasonable knowledge of tax planning devices. The focus is exclusively on corporate income tax.

**Course Contents**

**Unit I**

**Introduction:** Definitions: Income, Person, Assessee, Assessment Year, Previous Year, Gross Total Income, Total Income; Residential Status and Scope of Total Income on the basis of Residential Status, Agricultural Income. **(10 Hours)**

**Unit II**

**Taxation of Companies:** Definitions: Company and its Types, Heads of Income, Deductions from Gross Total Income for Companies, Simple Problems on Computation of Taxable Income of Companies, Minimum Alternate Tax u/s 115JB. **(10 Hours)**

**Unit III**

**Tax Planning:** Concepts relating to Tax Avoidance and Tax Evasion and Tax Planning. Tax Planning with Reference to: Location of Undertaking, Type of Activity, Ownership Pattern; Tax Planning relating to: Mergers and Demergers of Companies. Tax Considerations in respect of Specific Financial and Managerial Decisions like Capital Structure Decisions, Deemed Dividend, Make or Buy, Own or Lease, Repair or Renewal, Managerial Remuneration. **(12 Hours)**

**Unit IV**

**Tax Management:** Filing of Returns and Assessments, Penalties and Prosecutions, Appeals and Revisions, Advance Tax, TDS, Advance Rulings, Avoidance of Double Taxation Agreements. **(10 Hours)**

**Suggested Readings:**

1. Ahuja, G., Gupta, R. *Simplified Approach to Corporate Tax Planning and Management*. Bharat Law House Pvt. Ltd. New Delhi.
2. Ahuja, G., Gupta, R. *Systematic Approach to Income Tax, Service Tax and VAT*. Bharat Law House Pvt. Ltd., New Delhi.
3. Lal, B.B. *Income Tax and Central Sales Tax: Law and Practice*. Pearson Education.
4. Singhania, V.K., Singhania, M. *Corporate Tax Planning and Business Tax Procedures*. Taxman Publications, Delhi.
5. Singhania, V.K., Singhania, M. *Student's Guide to Income Tax*. Taxman Publications, Delhi.
6. Vashisht, N., and Lal, B.B. *Direct Taxes: Income Tax, Wealth Tax and Tax Planning*. Pearson Education.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**Social Banking and Microfinance**

**Course Code: MFM 214**

**L-3 Credits - 3**

**Objective:** This course intends to develop the basic awareness of Social Banking and Microfinance and its various dimensions. It also attempts to provide exposure towards the various Governmental schemes and regulations.

**Course Contents:**

**Unit I**

**Introduction:** Evolution of Social Banking in India, Overview of Microfinance and its Evolution, Role of Apex Institutions like RBI, NABARD, SIDBI, NHB, Overview of the Government led subsidy programmes like PMRY, SGSY, SJSRY & SLRS, etc., Status of Social Banking and Microfinance in India, Worldwide developments. **(10 Hours)**

**Unit II**

**Evaluation:** Socially Responsible and Commercial Microfinance Investments, Portfolio impact of microfinance investments MFI demand for capital and financing strategies, Socially responsible investors and commercial investors, Microfinance fund analysis, Participatory Rural Appraisal: Introduction, Participatory Assessment- Concepts and Pre-requisites, Conducting Participatory Assessment, Tools and Techniques of Participatory Assessment. **(10 Hours)**

**Unit III**

**Models:** Livelihood Promotion efforts in India, Models of Livelihood Problem, Income Generating Activities, Models of Credit disbursement under microfinance, Models of SHGs in India, Identification of major problems encountered in implementation of social banking initiative in India, Models in International microfinance, Principles of Microfinance, Institutional Structures and Delivery Mechanisms, Products and Services: Lending and Saving Products, Existing Microfinance Models. **(12 Hours)**

**Unit IV**

**Social Banking and Microfinance in India:** SHGs and different schemes, SHG and Poverty Alleviation Programs, Microcredit: Joint liability; dynamic incentives, character and cash-flow based lending; flexible approaches to collateral, Outreach of Microfinance, Potential of Microfinance in India, Banking potential for Microfinance in India, Service Area Approach to Rural Lending, Lead Banks Scheme, Regulatory issues. **(10 Hours)**

**Suggested Readings:**

1. Benediktar, R. *Social Banking and Social Finance*. Springer.
2. Feroze, S.M. *Microfinance in India: A Performance Evaluation*. New Century Publications.
3. Joshi, D.P. *Social Banking: Promise, Performance and Potential*. Cambridge India.
4. Karmakar, K.G. *Microfinance in India*. SAGE Publishing.
5. Sulphey, M.M. *Essentials of Microfinance*. Vikas Publications.
6. Trivedi, I.V. *Indian Banking System*. RBSA Publishers.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)**

**Financial Services Marketing**

**Course Code: MFM 216**

**L-3 Credits- 3**

**Objective:** This course aims at enabling students to apply marketing concepts and principles to the unique challenges and opportunities of Financial Services Marketing to create customer value.

**Unit I**

**Introduction to Financial Services Marketing:** Meaning, Nature and Types of Services, Types of Financial Products and Services, Services Marketing Management Process, Growing Importance of Financial Service Sector in India, Challenges of Marketing Financial Services.

**(10 Hours)**

**Unit II**

**Financial Services Marketing Mix:** Service Design and Development of New Financial Products and Services, Strategic Market Planning in Financial Services, Segmenting the Financial Consumer, Service Blueprinting, Pricing of Financial Products and Services, Distribution of Financial Products and Services, Promoting Financial Products and Services, Integrated Services Communication Mix, Physical Evidence and Servicescape, Role of Employee and Customer in Financial Service Delivery, Customer Retention Strategies.

**(10 Hours)**

**Unit III**

**Understanding Consumer Behavior in Financial Services:** Consumer Decision Making in Financial Services, Customer Expectations and Perceptions, Defining and Measuring Service Quality and Customer Satisfaction in Financial Services, SERVQUAL, House of Quality, GAPs Model, Service Recovery.

**(12 Hours)**

**Unit IV**

**Contemporary Issues in Financial Services Marketing:** Regulations governing Financial Services Marketing, Ethical issues in the marketing of Financial Services, Introduction to Marketing Analytics in Financial Services, Case studies to be taken up as relevant. **(10 Hours)**

**Suggested Readings:**

1. Estelmi, H. *Marketing Financial Services*. Dog Ear Publication.
2. Hoffman, K. D., & Bateson, J. E.G. *Marketing of Services*. Cengage Learning India Pvt. Ltd., New Delhi
3. Lovelock C. H., Wirtz, J. and Chatterjee, J. *Services Marketing: People, Technology, Strategy*. Pearson Education.
4. Nargundkar, R. *Services Marketing Text and Cases*. Mc GrawHill Education.
5. Zeithaml, V. A., Bitner M. J., Gremler, D.D and Pandit, A. *Services Marketing*. McGrawHill Education.



