

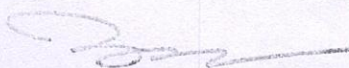
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY
DWARKA, NEW DELHI-110078

Scheme and Syllabus of

**MASTER OF BUSINESS ADMINISTRATION
(FINANCIAL MANAGEMENT)
(First and Second Semesters)**

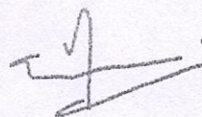
2021-22 Onwards

(Approved by AC Sub Committee)



Pravin Chandra

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Background Note:


Need for Syllabus Revision:

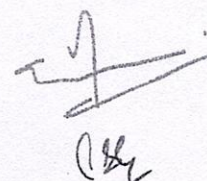
The last revised MBA (FM) program scheme was launched by University from 2019-20. The program was quite contemporary and aimed at preparing individuals to serve the business needs at various levels of management in different functional areas. As per the feedback of students, alumni, teachers and Employers, a need was felt to update the curriculum of the MBA (FM) program to make it more focused and industry ready. In addition, with New Education Policy 2020, the curriculum of MBA (FM) was required to incorporate the features such as: CBCS, Multi-entry and Multi-exit, Academic Bank of Credits, etc. The current syllabus and scheme has been worked out for 2 years with flexible entry and exit.

The whole syllabus of MBA (FM) program is divided into following types:

- a) Core Papers
- b) Ability Enhancement Papers
- c) Skill Enhancement Papers
- d) Discipline Specific Elective Papers
- e) Interdisciplinary
- f) NUES
- g) Projects
- h) MOOC Courses



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

SCHEME OF EXAMINATIONS

Criteria for Internal Assessment

All theory courses have internal assessment of 25 marks and 75 marks for external examination. For the courses related to labs, summer training and projects, internal assessment is 40 marks and external examination is 60 marks.

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

1. **Class Test** - **15 marks**
Written Test Compulsory (to be conducted as per Academic Calendar of the University)
2. Individual Assignments/Presentation/Viva-Voce/Group Discussion/Class Participation - **10 marks**

Note: Record should be maintained by faculty and made available to the University, if required.

The student will be evaluated continuously during the semester as part of internal assessment.

MAXIMUM & MINIMUM CREDITS OF THE PROGRAM

The total number of the credits of the MBA (Financial Management) Programme is **108**.

Each student shall be required to appear for examination in all courses. However, for the award of the degree a student should secure at least **102** credits.

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MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)

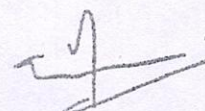

FIRST SEMESTER

Code No.	Paper	Type	L	T/P	Credits
MFM 101	Management Process and Organisational Behaviour	Core	3	-	3
MFM 103	Quantitative Techniques	Core	3	-	3
MFM 105	Managerial Economics	Core	3	-	3
MFM 107	Accounting for Management	Core	3	-	3
MFM 109	Information Technology Management	Skill Enhancement	3	-	3
MFM 111	Marketing Management	Core	3	-	3
MFM 113	Communication in Organizations	Ability Enhancement	2	1	3
MFM-115	Legal Aspects of Business	Core	3	-	3
MFM 117	Information Technology Management Lab	Skill Enhancement		2	1
	Total		23	3	25

Industrial Visit:

There may be one Industrial Visit for the students in the 1st 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

Code No.	Paper	L	T/P	Credits	Type of Course
MFM 102	Corporate Social Responsibility and Corporate Governance	3	-	3	Core
MFM 104	Financial Management	3	-	3	Core
MFM 106	Business Research	3	-	3	Core
MFM 108	Sustainable Operations Management	3	-	3	Core & Interdisciplinary
MFM 110	Investment Analysis & Portfolio Management	3	-	3	Core
MFM 112	Human Resource Management	3	-	3	Core & Interdisciplinary
MFM 114	Minor Project	-	-	4	Ability Enhancement
MFM 116	Professional Skill Development (NUES)	3	-	3	Ability Enhancement Course (NUES)
MFM 118	MOOC/Open Elective*	-	-	3	Ability Enhancement
	Total	21	-	28	

Note:

*The student is required to choose one MOOC course of 3 credits at PG level as per his or her preference/choice from Swayam portal or any other online educational platform approved by the UGC / regulatory body from time to time. After completing the course, the student has to produce successful course completion certificate for claiming the credit. The course chosen by the student should be intimated to the MOOC Coordinator of the respective institution. Alternatively, student can pursue any course offered in the campus by any USS with due intimation to the Program Coordinator/Dean of the School.

The Student is required to undergo Summer Training of Six to Eight Weeks immediately after the final Exam of 2nd Semester and obtain a Certificate of Training from the organization as per the format prescribed.

A Post-Graduate Diploma will be awarded, if a student wishes to exit at the end of first year/second semester upon successful completion.

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MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)


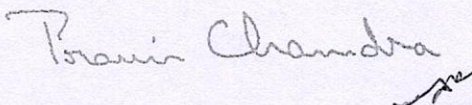
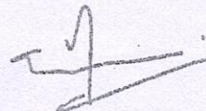
THIRD SEMESTER

Code No.	Paper	L	T/P	Credits	Type of Course
MFM 201	Summer Training Report	-	-	4	Ability Enhancement
MFM 203	Financial Derivatives	3	-	3	Core
MFM 205	Financial Markets and Institutions	3	-	3	Core
MFM 207	Entrepreneurship Development and Start-Up	3	-	3	Core & Interdisciplinary
MFM 209	Strategic Financial Management	3	-	3	Core
MFM-211	Business Analytics	2	-	2	Core
MFM 213	MOOCS/Open Elective*	-	-	3	Ability Enhancement
	Elective – I	3	-	3	Core
	Elective – II	3	-	3	Core
	Elective – III	3	-	3	Core
	Elective – IV	3	-	3	Core
MFM-227	Business Analytics Lab	-	2	1	Core
	Total	27	-	34	

*The student is required to choose one MOOC course of 3 credits at PG level as per his or her preference/choice from Swayam portal or any other online educational platform approved by the UGC / regulatory body from time to time. After completing the course, the student has to produce successful course completion certificate for claiming the credit. The course chosen by the student should be intimated to the MOOC Coordinator of the respective institution. Alternatively, student can pursue any course offered in the campus with due intimation to the Program Coordinator/Dean/Director of the School/college.

Note:

1. The Students are required to undergo Summer Training of Six to Eight Weeks immediately after the Final Exam of 2nd Semester and obtain a Certificate of Training from the organization as per the prescribed format.
2. All students must take eight elective courses in total. Four Elective papers must be taken in the Third semester and Fourth semester each
3. For Project Dissertation to be done in 4th Semester, the allocation of Project Guide and Selection of topic will be done in 3rd semester and notified




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LIST OF ELECTIVES

MFM 215 -Mergers, Acquisition & Corporate Restructuring
MFM 217 - International Financial Management
MFM 219 - Venture Capital and Investment Banking
MFM 221 - Financial Econometrics
MFM 223 – Data Visualization for Decision Making
MFM 225 - Fixed Income Securities

FOURTH SEMESTER


Code No.	Paper	L	T/P	Credits	Type of Course
MFM 202	Project Dissertation	-		6	Ability Enhancement
MFM 204	Project Management	3	-	3	Core
	Elective – I	3	-	3	Core
	Elective – II	3	-	3	Core
	Elective – III	3	-	3	Core
	Elective – IV	3	-	3	Core
	Total	15	-	21	

LIST OF ELECTIVES

MFM 206- Business Valuation
MFM 208- Risk Management & Insurance
MFM 210- Treasury & Wealth Management
MFM 212- Sustainable Finance
MFM 214- Fintech
MFM 216 - Big Data Analytics
MFM 218 –Big Data Analytics Lab

Total Credits: (25+28+34+21) = 108

Minimum Credit Required: 102

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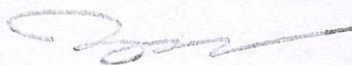


Summary of Credits

S. No.	Semester	Credits	Core	Skill Enhancement	Ability Enhancement	Discipline Specific Electives	Projects	Mooc
1	I	25	18	4	3	0		
2	II	28	18	0	10	0	1	1
3	III	34	27	0	7	0	1	1
4	IV	21	15	0	6	0	1	
		108	78	4	26	0	3	2


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SEMESTER-I



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

Management Process & Organizational Behaviour

Course Code: MFM-101

L-3 Credits-3

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

Course Contents

Unit I

Introduction to Management: Meaning and Nature of Management, Evolution of Management, Tasks and Responsibilities of a Professional Manager, Management by Objectives, Case Study. **(8 hours)**

Unit II

Process of Management: Planning- Concept, Process and Techniques, Directing – Definition, Principles and Process, Controlling - Definition, Process and Techniques, Decision Making – Concept, Importance and Models, Case Study. **(8 hours)**

Unit III

Fundamentals of Organizational Behaviour: Organizational Behaviour - Nature and Scope, OB Models – merits and demerits, Personality – concept and types, Perception and Attitude, Learning – concept and theories, Motivation – definition, importance and theories, Managing stress at Work – concept and techniques, Organization Structure – concept and types, Case Studies.

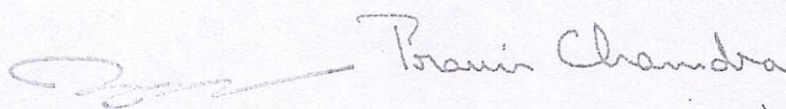
Organizational Processes and Structure: Organizational Design and Structure, Organizational Culture and Climate, Cross Cultural Organizational Behavior **(16 hours)**

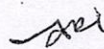
Unit IV

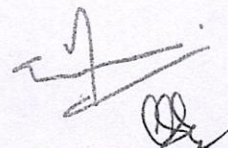
Group and their Dynamics, Work Teams: Group and their dynamics – Concept and Types, Work Teams – definition and importance, Stages of team Building and its behavioral dynamics, Leadership - Concept, Importance and Styles, Organizational Justice - Concept, Importance and Types. **(10 hours)**

Suggested Books: (All Latest Editions)

1. Robbins. Judge, S.P., T.A., Vohra, N. Organizational Behaviour. Pearson Education
2. Nahavandi, A. et al., Organizational Behavior. Sage Publication
3. Greenberg, J. and Baron, R.A. Behaviour in Organization. Pearson Education
4. Stoner, J.A.F., Freeman, R.E., Kodwani, A.D., et.al. Management. Pearson Education.
5. Newstorm, J.W. & Davis, K. Organizational Behaviour Human Behaviour at Work, McGraw Hill Education
6. Koontz, H, Weihrich, H, Mark V, Cannice, M.V. Essentials of Management – An International Innovation and Leadership Perspective, MC.Graw Hill.







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

Quantitative Techniques

Course Code: MFM-103

L-3 Credits-3

Objectives: To provide understanding on relevance & need of quantitative methods for making business decisions, to have a sound knowledge of fundamentals of statistics and statistical techniques, be able to read and interpret statistical information, be able to perform statistical analysis for effective decision making in organizations.

Course Contents

Unit I

Descriptive Statistics: Measures of central tendency, concept of dispersion, measures of dispersion: absolute and relative measures, skewness-meaning and measures, kurtosis-meaning and measures, bivariate analysis: concept of correlation, measures of correlation, regression meaning, regression lines, OLS regression: assumptions, computation of regression coefficients, standardized and unstandardised regression coefficients. Decision making based on Regression Analysis **(12 hours)**

Unit II

Probability Analysis – Concept and meaning of probability, theorems of probability: addition, multiplications, Bayes' theorem, probability distribution: Discrete and Continuous distribution- binomial, Poisson and Normal Distribution. Application of Probability in decision making. **(10 hours)**

Unit III

Linear Programming : Meaning, Assumptions, formulation of linear programming model: solution of linear programming problem: graphical and simplex method, Special types of linear programming problems- assignment modeling, solution of assignment problem with Hungarian assignment model, travelling salesman model, transportation model, applications, computation of initial feasible solution and testing its optimality, concept of trans-shipment. **(10 hours)**

Unit IV

Decision theory: States of decision making, decision tree analysis, game theory: meaning concept and types of games, principles of dominance, solution of games with algebraic, graphical and simplex method **(10 hours)**

Suggested Readings: (All Latest Editions)

1. Sharpe, N.R., De Veaux, R.D., and Velleman, P.F. Business Statistics, Pearson
2. Black, K. Business Statistics: For Contemporary Decision Making. India, Wiley Publication.
3. Vohra, N.D. Quantitative Techniques in Management. McGraw Hill Education.
4. Sharma, J. Operations Research: Theory and Application. India, Macmillan Publication.
5. Francis, Joseph J. Business Statistics, Cengage Publication
6. Aczel, Amir D., Sounderpandian, J., & Saravanan P. Complete Business Statistics, India: McGraw Hill Education.

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

Managerial Economics

Course Code: MFM-105

L - 3, Credits - 3

Objectives: 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. The course will also look at recent developments in business in the context of economic theory.

Course Contents

Unit I

Introduction: Nature, Scope and Significance of Managerial Economics, its Relationship with other Disciplines, Role of Managerial Economics in Decision Making; Opportunity cost Principle, Incremental Concept, Cardinal and Ordinal Approaches to Consumer Behaviour: Equi-Marginal Principle, Law of Diminishing Marginal Utility, Indifference Curve Analysis.
(12 Hours)

Unit II

Demand Analysis and Theory of Production: Demand Function, Elasticity of Demand, Demand Forecasting, Applications of Demand Analysis in Managerial Decision Making; Theory of Production: Production Function, Short Run and Long Run Production Analysis, Isoquants, Optimal Combination of Inputs.
(10 Hours)

Unit III

Theory of Cost and Market Structures: Theory of Cost in Short and Long Runs, Market Structures: Price-Output decisions under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly
(10 Hours)

Unit IV

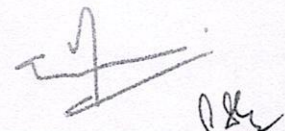
Introduction to Macro Economics: Nature and Importance of Macro Economics; Market, Command, and Mixed Economies, The Invisible Hand. The economic role of government.; Economic Growth and Development; policy framework of money supply, inflation, and interest rates
(10 hours)

Suggested readings: (All Latest Editions)

1. Hirschey, M. Managerial Economics. Thomson South-Western.
2. Salvatore, D. Managerial Economics in a Global Economy. McGraw-Hill.
3. Samuelson, W. F., & Marks, S. G. Managerial economics. John Wiley & Sons.
4. Truett, Dale B. and Truett J. Lila . Managerial Economics: Analysis, Problems, Cases, John Wiley & Sons.
5. Petersen, H. C., Cris, L W and Jain, S.K. Managerial Economics, Pearson Education
6. Satya P Das. Microeconomics for Business, Sage Publishing



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

Accounting for Management

Course Code: MFM-107

L - 3, Credits - 3

Objectives: 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

Financial Accounting: Scope and Nature of Accounting, Accounting concepts, Principles & Standards, Accounting Cycle, Journalisation, Subsidiary Books; Ledger Posting, Preparation of Trial Balance, Rectification of Errors. Capital and Revenue Expenditure & Income. Fixed Assets and Depreciation Accounting. Preparation of Final Accounts, Manufacturing Account; Trading Account, Profit and Loss Account; Balance Sheet (with adjustments) **(12 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. **(10 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. **(10 Hours)**

Unit IV

Decision Making Techniques: Financial Statement Analysis, Ratio Analysis, Common Size Statements, Du Pont Analysis, 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. **(10 Hours)**

Suggested Readings: (All Latest Editions)

1. Arora, M. N. Cost Accounting Principles & Practice. Vikas Publishing House.
2. Jawahar, L. Advanced Management Accounting. S. Chand & Company.
3. Periasamy, P. Financial, Cost and Management Accounting. Himalaya Publishing.
4. Khan, M.Y. & Jain, P.K. Management Accounting. McGraw Hill Education.
5. Maynard, Jennifer. Financial Accounting, Reporting & Analysis. Oxford University Press
6. Horngren, C.T., Foster, G., Datar, S.M. Cost Accounting: A Managerial Emphasis. Pearson Education

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

Information Technology Management

Course Code: MFM-109

L - 3, Credits - 3

Objectives: The primary objective of this course is to familiarize the student coming from diverse background with basic concepts of information technology, its components and their applications in business processes.

Course Contents

Unit I

Information Technology: Components of IT systems, Characteristics and Classification of Computers. **Computer Architecture, Computer Memory:** Types of Memory, Storage devices, Mass Storage Systems. Concept of Cloud Computing, Data Centres and their challenges. **(06 Hours)**

Unit II

Computer Software: Types of Software. System Software: Introduction to Operating System, Need, Functions and Types of Operating systems. Introduction to GUI. Compiler, Interpreter and Assembler, Types of Computer Programming Languages. Application Software and their uses. Features of Good Software and emerging trends in software development. Spreadsheet and Presentation Software. Data Analysis using Excel. DBMS: Traditional File concepts and Database Environment, Database Management Systems Concepts, Types of Data Models, ER Modeling, Integrity Constraints, SQL queries. **(14 Hours)**

Unit III

Data Communication and Networks: Concepts of Data Communication, Types of Data-Communication Networks, Communications Media, Concepts of Computer Networks, Primary Network Topologies, Network Architectures-The OSI Model, Inter-Networking devices. The Internet, Intranet and Extranets: Internet Services, World Wide Web, Creating Web Pages using HTML. **(12 Hours)**

Unit IV

Functional and Enterprise Systems: Data, Information and Knowledge Concepts, Decision Making Process, Concept and Classification of Information Systems. Security Issues in Information Technology, Emerging Trends in Information Technology: Block Chain, Artificial Intelligence, Machine Learning, Internet of Things and their applications. **(10 Hours)**

Suggested readings: (All Latest Editions)

1. IITL Education Solutions. Introduction to Information Technology, 2/e, Pearson Education.
2. Turban, Rainer and Potter. Introduction to Information Technology, John Wiley and Sons.
3. Behl R. Information Technology for Management, McGrawHill Education.
4. Joseph A. Brady and Ellen F Monk. Problem Solving Cases in Microsoft and Excel, Thomson Learning.
5. Mukta Sharma and Surabhi Shankar. Computer Applications, Galgotia Publishing Company.
6. Saini A.K. and Mukta Sharma, Web Technologies, Galgotia Publishing Company.

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

Marketing Management

Course Code: MFM 111

L -3 Credits-3

Objectives: This course is aimed at enabling students to understand the basic marketing concepts, processes and techniques. It will help develop and prioritise appropriate marketing strategies to meet the organizations marketing objectives and address its marketing challenges

Course Contents

Unit I

Introduction to Marketing: Meaning and Scope of Marketing; Marketing Philosophies; Concept of Customer Value and Customer Satisfaction, Marketing Management Process-An Overview; Concept of Marketing Mix; Understanding Marketing Environment; Consumer Buyer Behavior; Market Segmentation, Targeting and Positioning; Overview of Competitive Marketing Strategies. **(12 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; Brand and Branding Strategies; New Product Development Process; Pricing-Pricing Objectives, Determinants of Price, Pricing Methods & Strategies. **(10 Hours)**

Unit III

Promotion and Distribution Decisions: Concept of Integrated Marketing Communication; Promotion Mix-Advertising, Personal Selling, Publicity, Direct Marketing and Sales Promotion; Channels of Distribution; Functions of Intermediaries; Channel Design Decisions, Selecting Channel Members; Channel Management; Emerging Channels of Distribution. **(10 Hours)**

Unit IV

Contemporary Marketing Trends and Issues: Consumer Adoption of Innovations; Rural Marketing, Social Marketing; Sustainable Marketing; Digital Marketing; Ethical Issues in Marketing; Introduction to Marketing Analytics. **(10 Hours)**

Suggested Readings: (All Latest Editions)

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

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

Communication in Organizations

Course Code: MFM-113

L-2,T/P-1, Credits-3

Objectives: The aim of the course is to train students to enhance their skills in written and oral communication. The course will help students develop competence in communication so that they can successfully handle the challenges of all types of communication in business environment.

Course Contents

Unit I

Introduction to Business Communication: Business communication – definition, importance. Forms and types of communication (Downward, upward, horizontal and lateral communication), Formal and informal communication network. Process of communication, Barriers and Gateways to communication. **(12 hours)**

Unit II

Written Communication and Application of Communication: Principles of Written Communication – 7C's Concept. Business and Commercial Letter (Request letters, Good News letters, Bad new letters, Persuasive letters, Sales letters). Minutes of the Meeting. Job application and Resume Writing. **(12 hours)**

Unit III

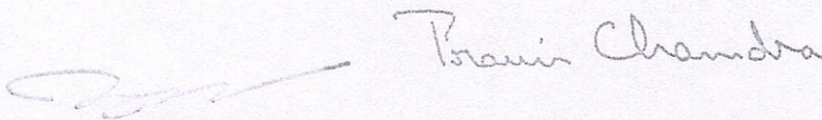
Oral Communication: Principles of Oral Presentations, Factors Effecting Presentation, Video-conferencing and Skype, Non-Verbal Communication (Para language, Time, Space, Silence, Body language). Relating through Informative and Persuasive speeches, Listening. **(8 hours)**

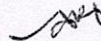
Unit IV

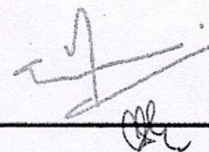
Recent Trends in Business Communication: Online Communication and Personal Relationships, Handling Online Meetings, Business Communication via Social Network, Writing Social Blogs. Inter-cultural communication. Ethical and Legal Issues. **(10 hours)**

Suggested Readings (All Latest Editions)

1. Courtland L. Bovée et. al., Business Communication Today, Pearson
2. Steve Duck and David T. McMahan, The Basics of Communication, Sage, South Asia
3. Lesikar R et.al., Business Communication: Making Connections in a Digital World
4. Murphy H et.al., Effective Business Communication
5. Verma S, Business Communication: Essential Strategies for 21st Century Managers
6. Chaturvedi, Art and Science Of Business Communication







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

Legal Aspects Of Business

Course Code: MFM-115

L-3, Credits-3

Objectives: Managing business activities requires some level of acquaintance with the laws and legal systems. Laws are enacted to regulate and govern the relationships between business and various stakeholders i.e government, customers, suppliers, employees and community. This course enable the students acquire a general understanding of the legal system in India and the laws relevant to business world so that they appreciate the legal implications of the business decisions.

Course Contents

Unit-I

Introduction to Law and Legal Systems: Basic concepts of Law, Classification of Laws and Legal Systems, Indian Legal System and Administration of Justice, Constitutional Courts and their jurisdiction, Subordinate Judiciary and their jurisdiction, Tribunals and their jurisdiction, An overview of Alternate Dispute Resolution Mechanisms, Constitutional provisions related to the freedom to do business in India and the reasonable restrictions permissible, Nature of government regulation of business and markets in market economy.

Unit-II

Laws Governing Contracts: The Indian Contract Act, 1872- Definition and essential elements of a contract, Performance of a contract, Discharge of a contract, Breach of a contract, Remedies for breach under the Indian Contract Act, 1872; The Sale of Goods Act, 1930-Definitions of Sale, Agreement to Sell, Goods, Conditions and Warranties, Transfer of property, Rights if a seller and buyer, Rights of an Unpaid Seller. (**Hours**)

Unit-III

Laws Governing Business Forms: Laws governing different legal forms of business organizations in India- Partnership firms, Hindu Undivided Family Businesses, Companies, Limited Liability Companies

The Indian Partnership Act, 1932: Formation of Partnership, Relationship between partners, Rights and liabilities of partners, Dissolution of partnership and partnership business


The Companies Act, 2013: Company and its features, Types of Companies, Incorporation of a Company, Memorandum of Association and Articles of Association, Board of Directors and their appointment, powers, duties and liabilities, winding up of a company, Overview of Insolvency and Bankruptcy Code, 2016

The Limited Liability Partnership Act, 2008: Features of LLP, Incorporation of LLP, Effects of Registration of LLP, Designated partners and their liabilities, Conversion of other forms of business organizations into LLP

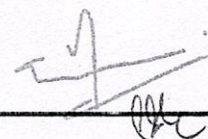
Unit-IV

Laws Governing Relations with various Stakeholders:

The Securities and Exchange Board of India Act, 1992: Objectives, Regulatory powers of SEBI, Regulations related to Public Offer of Shares and Debentures, Regulations related to protection of investors

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Employment Related Laws: Overview of the Code on Wages, the Code on Social Security, the Code on Industrial Relations and the Code on Occupational Safety, Health and Working Conditions with emphasis on mandatory compliances

Consumer Protection Act, 2019: Objectives and salient features, Definition of consumer, complainant, defect, deficiency, restrictive trade practice, unfair trade practice, rights of the consumers, 3-Tier structure of dispute resolution commissions-Powers and functions

Competition Act, 2002: Objectives and salient features, Definition of anti-competitive agreement, abuse of dominant position, combinations, role of Competition Commission of India in promoting competitive markets.

Suggested Readings: (All Latest Editions)

1. Albuquerque, Daniel. Legal Aspects of Business, Second Edition, OUP India
2. Pathak, Akhileshwar. Legal Aspects of Business Mc Graw Hill Education
3. Kumar, Ravinder. Legal Aspects of Business, Cengage Learning India
4. www.indiacode.nic.in
5. www.sebi.gov.in
6. www.cci.gov.in

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

Information Technology Management Lab

Course Code: MFM-117

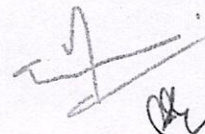
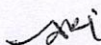
T/P-2 Credits-1

Lab will be based on Paper MFM-109 and will basically cover the following: Operating System Utilities, SQL Queries, Basic HTML Tags to create web pages. In addition the students are required to work on Spreadsheet exercises for basic operations and using data analysis tools such as What-If, Goal Seek, Problem Solver, Pivot Tables, etc.

Students are required to maintain a record of all the exercises done by them in a Lab file duly signed by the faculty.



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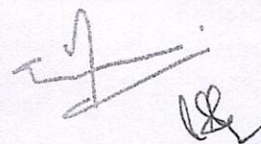


SEMESTER-II

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

Corporate Social Responsibility and Corporate Governance

Course Code: MFM 102

L-3, Credits-3

Objectives: The course aims help students understand the concept of Corporate Social responsibility and mechanism of Corporate Governance in the present scenario. It will enable them comprehend the role of regulating agencies and their processes to manage the financial services effectively.

Course Contents

Unit I

Introduction to CSR

Introduction to CSR: Meaning & Definition of CSR, History & evolution of CSR. Concept of Charity, Corporate philanthropy, Corporate Citizenship, CSR-an overlapping concept. Concept of Sustainability & Stakeholder Management. CSR through triple bottom line and Sustainable Business; Relation between CSR and Corporate Governance; Environmental aspect of CSR; Chronological evolution of CSR in India; Models of CSR in India, Carroll's model; Drivers of CSR; Major codes on CSR; Initiatives in India. **(10 Hours)**

Unit II

Regulatory Framework of CSR

Current CSR Practices of the Firms in India and Abroad. Corporate Social Responsibility of Business, Employees, Consumers and Community Section 135 of Companies Act 2013. Scope for CSR Activities under Schedule VII, Appointment of Independent Directors on the Board, and Computation of Net Profit's Implementing Process in India; BS / ISO Guideline on CSR Management (ISO-26000); International Frameworks of CSR and Sustainability: Global Compact, Caux Round Table, OECD Guidelines for Multinational enterprises, GRI, SA-8000 standards, Social Audit, Indian Guidelines BRR (SEBI), NVG (Ministry of Corporate Affairs), Corporate Social Reporting. **(10 Hours)**

Unit III

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; Need to improve corporate governance standards, Features of good governance, Role played by regulators to improve corporate governance, accounting standards and corporate governance, corporate disclosure, Insider Trading, The Board –Quality, Composition and role of Board, Outside Directors on the board (independent, nominee), Executive and Non-Executive directors. **(12 Hours)**

Unit IV

Legislative Provisions of Corporate Governance

Corporate Funding of Political Parties; Class Action; Whistle Blowing, Shareholders Activism; Clause 49 and Listing Agreement. Critical Issues in Governance of Board Directors, CEO Duality; Case Studies on Corporate Governance: Major Corporate Scandals in India and Abroad; Failure of Corporate Governance; BCCI (UK), Maxwell

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Communication (UK), Enron (USA), World.Com (USA), Andersen Worldwide (USA), Vivendi (France), Harshad Mehta Scam, Satyam Computer Services Ltd, and Kingfisher Airlines; Common Governance problems noticed in various Corporate Failures; Codes and Standards on Corporate Governance; Initiatives in India; An introduction to Green/E-Governance.

(10 Hours)

Suggested Readings: (All Latest Editions)

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.
6. J. Fred Weston, Mitchell, Mulherin and Salwan. Takeovers, Restructuring and Corporate Governance, Pearson Education.

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

Financial Management

Course Code: MFM 104

L-3 Credits-3

Objectives: The course is aimed to provide an understanding of the essential elements of financial management and the financial environment in which the business firm operates. The paper will examine the objective of shareholder wealth maximization which encompasses much of modern corporate finance and its implication for decision making in the present context.

Course Contents

Unit I

Financial Objectives; Impact of Financial and Economic Environment on Financial Management; Time Value of Money, Computation of EMI, Annuity, Annuity Due, Funds Flow Analysis, Cash Flow Statement and its Interpretation (AS-3). **(10 Hours)**

Unit II

Capital Structure: Net Income Approach, Net Operating Income Approach, Traditional Approach and MM Approach, Cost of Capital: Leverage Analysis, Operating Leverage, Financial Leverage, Combined Leveraged. EBIT- EPS Analysis, Capital Gearing. **(10 Hours)**

Unit III

Capital Budgeting, Conventional and DCF Methods, Risk Analysis-Certainty Equivalent Factor, Risk Adjusted Discounting Rate, Decision Tree, Independent and Dependent Risk Analysis, Replacement Decisions, Sensitivity Analysis. **(10 Hours)**

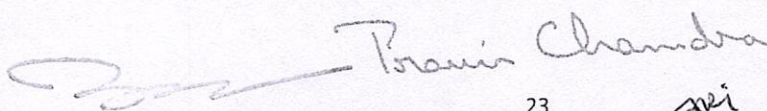
Unit IV

Dividend Policy: Walter Model, Gordon Model, MM Approach, Lintner Model; Working Capital Management: approaches, estimation; Management of Inventories; Management of Cash (Various Theoretical Models); Management of Receivables and Marketing Securities. **(12 Hours)**

Note: MS-Excel Functions and Formulas to be used.

Suggested Readings: (All Latest Editions)

1. Brigham, E. F., & Houston, J. F. Fundamentals of Financial Management. Cengage Learning India Pvt Ltd.
2. Khan, M.Y., & Jain, P.K. Financial Management: Text & Problems. Tata McGraw Hill.
3. Prasanna, C. Financial Management: Theory and Practice. Tata McGraw Hill.
4. Van Horne, James, C. Principles of Financial Management, Pearson.
5. Pandey, I.M. Financial Management, Pearson Education.
6. Ravi Kishore. Financial Management, Taxmann's Publications.


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

Business Research

Course Code: MFM-106

L-3, Credits-3

Objectives: To acquaint the student with the concepts of research, research design, research process concepts, tools and techniques of data analysis and the process of effective report writing to conduct research and analysis for effective decision making

Course Contents

Unit I

Meaning, Purpose and Nature of research; Research; Problem: Formulation; Research Objectives and Research Questions; Research Process; Hypothesis: Formulation. Constructs; Variables; Review of Literature: Purpose, Types and Techniques. **(12 Hours)**

Unit II

Research Design; Meaning, importance and types of research designs; Sampling: Defining target population, sampling frame, sampling units; Sampling Methods; Determining sample size; Considerations in sample design. Sampling & Non Sampling Errors. **(8 Hours)**

Unit III

Questionnaire: Meaning, purpose, structured vs. unstructured questionnaires, designing questionnaire. Measurement scale: meaning, types, steps in scale formulation, reliability and validity of a measurement scale. **(10 Hours)**

Unit IV

Data Analysis: Descriptive Statistics, Hypothesis Testing, Parametric and Non Parametric Tests: Analysis of Variance, Multiple and Logistic regression, Exploratory and Confirmatory Factor Analysis; Discriminant Analysis; Report Writing: Research Report Components, Process of Report Writing. **(12 Hours)**

Note: Software Tools to be used for enhanced learning.

Suggested Readings: (All Latest Editions)

1. Cooper, D. R. and Schindler P. S. Business Research Methods. Tata McGraw Hill Education Pvt. Ltd.
2. Hair, J.F., Black, W.C., Babin, B.J., Anderson, R.E. Multivariate Data Analysis. Pearson Education.
3. Montgomery, D.C. Design and Analysis of Experiments (International Student Edition). John Wiley & Sons.
4. Cochran, W.G. Sampling Techniques. John Wiley & Sons.
5. Johnson, R.A., & Wichern, D.W. Applied Multivariate Statistical Analysis New Delhi, Prentice Hall of India.
6. Zikmund, W.G. et al. Business Research Methods. New Delhi: Cengage Learning

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

Sustainable Operations Management

Course Code: MFM-108

L - 3, Credit - 3

Objectives: The course will enable students appreciate the strategic significance of operations management in a highly competitive global economy and to introduce various principles, concepts, tools and techniques in the area of operations management. Students are expected to gain a conceptual understanding of the subject and relate them to practical application in real life situation.

Course Contents

Unit I

Introduction to Operations Management: Nature and Scope of Operations Management, Historical Evolution of Operations Management, System Perspectives of Operations Management, and Relation of Operations Management with other functional areas, Operations Strategy, Recent Trends in the field of Operations Management, Sustainability in operations, Ecological Considerations by manufacturing and services firms. **(11 hours)**

Unit II

Product Development & Process Selection: Product Development Process, Concurrent Engineering, Tools and Approaches in Product Development, Quality Function Deployment, Design for Manufacturability, Quality Function Deployment, Design for Manufacturability, Design for Assembly, Design for Quality, Mass Customization, Process Selection, Facilities Layout, Determinant of Process Selection, Process Product Matrix, Types of Layout, Line Balancing, Facilities Location, Work Measurement and Job Design, Impact of IT on Productivity. **(11 hours)**

Unit III

Operation Planning & Control: Capacity & Resource Planning, Aggregate Production Planning, Material Requirement Planning, Scheduling, Theory of Constraints and Synchronous Manufacturing, Lean Management, Just in time production, Sustainable Supply Chain Management, Inventory Planning and Control. **(10 hours)**

Unit IV

Quality Management: Quality- Definition, Dimension and Costs of quality, Continuous Improvement (Kaizen), ISO (9000 & 14000 Series), Quality Awards, Statistical Quality Control, Process Control, Control Chart (X, R, p, np and C Chart), Acceptance Sampling, Operating Characteristics Curve (AQL, LTPD, α & β risk), Total Quality Management, Japanese 5 S Concept, Business Process Reengineering, Introduction to Operation Analytics. **(10 hours)**

Suggested Readings: (All Latest Editions)

1. Jay Heizer & Barry Rende. Operations Management, Pearson Education.
2. Mahadevan B. Operations Management: Theory and Practice, Pearson Education.
3. Bedi, K. Production and Operations Management. Oxford University Press, New Delhi.
4. Russell, R.S. and Taylor, B.W. Operations and Supply Chain Management, Wiley, New Delhi.
5. Stevenson W. J. Operations Management, McGraw Hill Education
6. Gaither Norman and Frazier G, Operations Management, Cengage Learning India Pvt Ltd.

Note : Visits to a manufacturing plant and a service facility may be arranged for the students for giving them an opportunity to get a first hand experience of operations functions.

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

Investment Analysis & Portfolio Management

Course Code: MFM-110

L - 3 Credits - 3

Objectives: This course is designed to provide students with a solid conceptual and analytical basis for making investment decisions, and to establish a background for evaluating financial risk and return dynamics.

Course Contents

Unit I

Investment: Meaning, Nature and Scope, Features of Investment, Investment Process, Investment Avenues, Concept of Risk, Types of Risks, Return on Investments, Computation of Returns and Risk of a security and portfolio, Relationship between risk and return, Correlation, Covariance and Coefficient of determination, Beta of a security and portfolio, Division of total risk to systematic and unsystematic risk. (10 hours)

Unit II

Capital Market Efficiency: Forms of Efficiency, Efficient Market Hypothesis, Deviation from Efficiency, Measurement of Efficiency of the Financial Markets. Modern Portfolio Theory, Efficient Frontier, Efficient Frontier and Investor's Utility, Indifference Curve of an Investor, Equilibrium of an Investor, Single Index Model, Capital Market Theory, Capital Asset Pricing Model (12 hours)

Unit III

Fundamental Analysis: Concept, Economic, Industry and Company Analysis and Stock Valuation, Equity Valuation Methods, Technical Analysis, rationale of technical analysis, assumptions, candle stick charts patterns, indicators. Concept of Bonds, Term Structure of a Bond, Yield of a Bond, Duration of a Bond, Valuation of Bonds (10 hours)

Unit IV

Portfolio Management and Evaluation: Portfolio Building, Portfolio Management Strategies, Valuation of a Portfolio, Sharpe, Jensen, Treynor, Sortino, Fama-French models of portfolio valuation. (10 hours)

Suggested Readings: (All Latest Editions)

1. Bodie, Kane, Marcus, & Mohanty. Investments. Tata McGraw Hill Publication.
2. Chandra, P. Investment Analysis and Portfolio Management. Tata McGraw Hill Publication.
3. Reilly, F., & Brown, K. Investment Analysis and Portfolio Management. Cengage Learning.
4. Talwar, S. Security Analysis and Portfolio Management. Cengage Publication.
5. Luen Berger D. Investment Science, Oxford University Press.
6. Ranganatham. Security Analysis and Portfolio Management, Pearson Education.

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

Human Resource Management

Course Code: MFM-112

L-3 Credits-3

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

Course Contents

Unit I

Introduction to Human Resource Management: Concept of Human Resource Management, Nature, Scope, Functions of Human Resource Management (HRM), various Models of HRM, merits and demerits of different HRM models; Roles of Human Resource managers; Responsibilities of Human Resource managers. **(6 hours)**

Unit II

Human Resource Planning: Forecasting demand and supply of manpower, techniques of forecasting, Analysis of work, Designing Jobs – Job Analysis – job description and job specification, Job Evaluation – definition, objectives and methods.
HR Processes: Recruitment, Selection, Induction, Socialization. Recent Developments/
Emerging Trends in HR, Use of Digital Tools by HR managers, Competency based selection. **(16 hours)**

Unit III

Development and Career Management: Training and Development-scope Importance, Types of training, Difference between raining and development, E-Learning, Development of Employees in Organization, Performance Appraisal & Performance Management – Definition Objective, Importance, Appraisal Process and Appraisal Methods, Employee Empowerment and Engagement. **(10 hours)**

Unit IV

Contemporary Issues in HR: Work Life Balance – definition, importance and challenges, Human Resource Information Systems – definition, importance and scope, Happiness at work, Managing Protean career, moonlighting phenomenon, Managing Workforce Diversity – concept, benefits and challenges. **(10 hours)**

Suggested Reading: (All Latest Editions)

1. Dessler G. and Varkkey, B., Human Resource Management, Pearson Education
2. Denisi A. et al., HR: A South Asian Perspective, Cengage Learning
3. Ivancevich J.M., Human Resource Management, McGraw Hill Education
4. Aswathappa, Human Resource Management, McGraw Hill Education
5. Mathis et al., Human Resource Management: South Asian Perspective, Cengage Learning
6. Mondy W., Human Resource Management, Pearson Education

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

Minor Project

Course Code: MFM 114

Credits-4

The Project must focus on the application of management concepts, management theory or techniques studied in the first and second semester to understand and address an organizational or social issue or challenge. The project may be based on secondary or primary sources of data. On completion of the project students are required to submit a project report.

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

Professional Skill Development (NUES)

Course Code: MFM 116

L-2 T-1, Credits-3

Objectives: The course is designed to equip students with life skills such that they not only develop a holistic personality but, are also equipped to lead in the face of contemporary challenges. The students will be exposed to various techniques that help in self-management and effectively relating to others. The objective is to equip them with the requisite soft skills for smooth campus to corporate transition and enhance their digital readiness.

Course Contents

Unit I

Life Skills: understanding oneself (core self-evaluation, values, ethics, personality assessment), stress management, building positive mindset, time management, work life balance, Exercises on personality development and mindfulness. **(10 hours)**

Unit II

Relating to others: Interpersonal relationship assessment, management and transactional analysis, social intelligence, Johari window, Conflict management, Exercise on relationship management and active listening. **(11 hours)**

Unit III

Campus to Corporate: Success at group discussion, Resume writing and feedback on resumes, Success in personal interviews, Public speaking and extempore. **(11 hours)**

Unit IV

Job Readiness: Introduction to analytics using spreadsheets, Introduction to Data Visualization, Simulation exercises through online platforms, Dream job analysis. **(10 hours)**

Suggested Readings: (All Latest Editions)

1. Wadkar, Alka. Life Skills for Success. Sage Publications
2. Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
3. Daniel, K. Thinking, fast and slow.
4. Covey, S. R. The 7 habits of highly effective people: Powerful lessons in personal change. Simon and Schuster.
5. Berne, E. Games people play: The basic handbook of transactional analysis. Tantor eBooks.
6. Narayana, D., Ranjan, S., & Tyagi, N. Basic Computational Techniques for Data Analysis: An Exploration in MS Excel. Sage Publications

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

MOOCS/Open Elective


Course Code: MFM 118

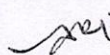
Credits: 3

To remove rigid boundaries and facilitate new possibilities for learners in education system, study webs of active learning for young aspiring minds is India's Nation Massive Open Online Course (MOOC) platform. Massive Open Online Courses (MOOCs) are online courses which are designed to achieve the three cardinal principles of India's education policy: Access, Equity and Quality. MOOCs provide an affordable and flexible way to learn new skills, career development, changing careers, supplemental learning, lifelong learning, corporate eLearning & and deliver quality educational experiences at scale and more.

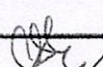
A student is required to earn 3 credits by completing quality –assured MOOC programme offered on the SWAYAM portal or any other online educational platform approved by the UGC / regulatory body from time to time at PG level. Successful Completion certificate should be submitted to respective institute for earning the course credit.

Alternatively, student can pursue any course offered in the campus at PG level with due intimation to the Program Coordinator/Dean/Director of the School/College.

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Master of Business Administration (Financial Management)

Programme Outcomes (POs)

On completing the programme students should be able to:

- PO1:** Demonstrate an understanding of management concepts, principles and theories, and apply them in the context of organizational work practices.
- PO2:** Apply analytical and critical thinking skills to analyze the dynamic business environment and identify entrepreneurial and business opportunities and risks.
- PO3:** Prepare business strategies, develop concomitant functional and operational strategies and implement them in an integrated manner to efficiently and effectively achieve the functional goals and the business objectives.
- PO4:** Demonstrate an understanding of decision making processes at various levels of the organization with respect to resources mobilization and their efficient deployment and use to achieve the set goals.
- PO5:** Demonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a creative problem-solving approach.
- PO6:** Identify and recommend the information technology based interventions to achieve organizational goals
- PO7:** Benchmark organizational and managerial practices against the principles of good governance, ethical conduct, corporate social responsibility and the imperatives of long-term societal welfare.
- PO8:** Demonstrate effective communication and interpersonal skills as well as the ability to work with and lead teams.
- PO9:** Develop a lifelong learning approach manifested in their attitude to learn, unlearn and relearn and in their pursuit of excellence in professional, personal and social life.

Programme Specific Outcomes

- PSO1:** Display a strong understanding of financial decision-making, financial policy and strategy and the imperatives for ensuring the financial health of the firm.
- PSO2:** Demonstrate a knowledge of financial markets and institutions, regulatory frameworks and major financial services.
- PSO3:** Use statistical and financial tools and techniques for analysis, interpretation, modelling and presentation of financial data for effective decision-making.
- PSO4:** Apply an analytical approach to business valuation, tax planning, corporate mergers & acquisitions and investment decisions.
- PSO5:** Apply theories and techniques for risk-return analysis, optimum portfolio formulation and wealth management.

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MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)

FIRST SEMESTER

MFM 101: Management Process & Organizational Behaviour

CO1: Enumerate, explain, compare and analyze the concepts, theories and principles that have evolved in specific historical contexts and informed both academic thinking and practices related to the field of management.

CO2: Identify and discuss the functions of management i.e. planning, organizing, leading and controlling, relate them with the roles of managers at different levels of the organization and classify the skills necessary for effective performance of their functions.

CO3: Apply the knowledge of management theory and of organizational behaviour to analyze managerial issues and take decisions consistent with the organizational objectives of efficiency and effectiveness.

CO4: Analyze the complexities of work organizations and develop a multidisciplinary approach to address interpersonal and intra organizational issues.

MFM-103: Quantitative Techniques

CO1: Identify and differentiate between different statistical techniques and methods.

CO2: Explain the merits and limitations of various statistical techniques.

CO3: Demonstrate effective computational and spreadsheets skills for business analysis.

CO4: Analyse and interpret statistical information from the business data and reports.

CO5: Apply quantitative techniques to solve a variety of business problems.

MFM 105: Managerial Economics

CO1: Examine various economic ideologies, economic theories and techniques of economic analysis and discuss their relevance for managerial decision making.

CO2: Identify and explain factors influencing supply and demand, analyze the dynamic role of markets in allocation of productive resources in a free market economy and offer critique of market based model from sustainable development perspective.

CO3: Examine various approaches and models that explain consumer choices and behaviour and apply them for analyzing the demand

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CO4: Discuss the theory of production and analyze the effects of technology and variations in input proportions on output, both in the short run and long run.

CO5: Identify and compare different market structures and analyze pricing and output decisions in different market forms.

CO6: Analyze business cycles, macro-economic conditions and policies and develop effective business strategies.

MFM 107: Accounting for Management

CO1: Demonstrate sound understanding of fundamental accounting principles, accounting standards and accounting techniques.

CO2: Construct financial statements by collecting, recording and classifying the financial information from divergent sources.

CO3: Critically analyse and interpret financial statements of a company.

CO4: Demonstrate the ability to extract and use meaningful financial information for managerial decision making.

MFM 109: Information Technology Management

CO1: Recall the components of an Information Technology based system.

CO2: Identify the challenges in storage and retrieval of data.

CO3: Classify the software into various types on the basis of different criteria.

CO4: Create and analyze the database using SQL and spreadsheet tools.

CO5: Build an appropriate computer network as per the organizational needs

CO6: Develop web pages using HTML.

CO7: Contrast the information systems for managerial decision making

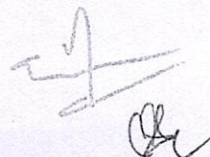
CO8: Understand the new and emerging technologies

MFM 111: Marketing Management

CO1: Discuss the importance of a customer-centric approach and critically evaluate marketing function, concepts and theories, processes and techniques.

CO2: Identify and explain the major forces in the macro and micro environment that impact marketing strategy development and implementation.

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CO3: Apply key marketing concepts and tools to develop and prioritise appropriate marketing strategies to meet the organizations marketing objectives and address its marketing challenges

CO4: Explain the importance of synchronizing the elements of a customer-driven marketing strategy and apply IT based tools that provide for a seamless customer experience.

CO5: Anticipate future challenges and devise marketing strategies to adapt to the imperatives of sustainable development.

MFM 113: Communication in Organizations

CO1: Recognize the scope and significance of communication and its relevance for enhancing individual and organizational performance in the context of global business operations.

CO2: Explain the concepts, theories and principles of communication informing various communication strategies and practices aimed at effective communication with different stakeholders of the organization.

CO3: Identify and apply various tools and techniques for developing appropriate communications strategies aimed at positioning the organization and build brand image.

CO4: Exhibit the use of interpersonal communication skills and etiquettes for impactful business dealings and lasting relationship building reflected in dressing sense, listening skills, cultural sensitivity etc

CO5: Devise an effective communication strategy and protocols that can be successfully employed by the individuals and teams while participating in business negotiations.

MFM 115: LEGAL ASPECTS OF BUSINESS

CO1: Identify, define and explain the legal provisions governing general and special contracts, companies, competitive markets, consumers' protection and investors' protection.

CO2: Distinguish, examine and summarize legal communications and take actions consistent with the requirements of law

CO3: Analyze the decision-making context with due regard to the legal requirements and regulatory compliances

CO4: Evaluate and appraise the legal consequences of alternative choices proposed for decision making.

CO5: Assess various legal strategies or options available in the specific context of various legal disputes or issues that generally arise in the course of business.

CO6: Explain the mechanisms set-up under the relevant laws for handling legal disputes or addressing legal issues and prepare strategies for their expeditious and effective resolution.

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MFM 117: Information Technology Management - Lab

CO1: Apply Operating system tools for IT resources.

CO2: Create and analyze the database using SQL.

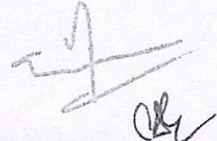
CO3: Make use of Spreadsheet software such as MS-Excel as a data analysis tool.

CO4: Create and develop web pages using HTML.

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SECOND SEMESTER

MFM 102: Corporate Social Responsibility and Corporate Governance

- CO1:** Demonstrate an understanding of the significance of Corporate Social Responsibility (CSR), and knowledge of the related concepts and frameworks including sustainability, stakeholder management and the triple bottom line.
- CO2:** Discuss the major codes on CSR and identify best practices and CSR initiatives in India and globally
- CO3:** Explain and discuss the mechanism of Corporate Governance in the present scenario
- CO4:** Explain the features of good governance and the role played by regulators to improve corporate governance
- CO5:** Describe the major issues and challenges related to CSR and Corporate Governance in the current context.

MFM104: Financial Management

- CO1:** Demonstrate the sound understanding of the concept, functions and importance of financial management for a business firm.
- CO2:** Analyze the convolutions associated with management of short-term and long-term funds in the corporate capital structure.
- CO3:** Demonstrate the ability to assess and manage financial risks and recommend an optimum capital portfolio for a firm.
- CO4:** Combine the knowledge of financial management and investment, financing, dividend policy and working capital decisions for ensuring optimum valuation of a firm.

MFM 106: Business Research

- CO1:** Identify and differentiate between different types of research and research designs.
- CO2:** Formulate and articulate research questions and specify research objectives and hypothesis.
- CO3:** Critically analyze and evaluate the existing literature to identify the research gaps and prepare a research proposal for scientific study.
- CO4:** Design a sample study employing statistical tools and techniques, develop data collection instruments comprising scale items and test their validity and reliability.
- CO5:** Analyze quantitative data by identifying and applying various statistical tests and interpret the results for drawing generalizations.

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CO6: Write a report and present the findings in a structured manner with coherent arguments in logically persuasive style and analyze the implications for both practice and future research.

MFM 108: Sustainable Operations Management

CO1: Define operations management and discuss its scope and its strategic significance for the organizations to achieve competitive advantage as well as the nation to enhance its productive efficiency.

CO2: Explain the major milestones and trajectory of evolution of operations management as a field of study, discuss the contribution of various individuals and organizations to the field of operations management.

CO3: Identify the major decision areas included in operations management and explain the principles, concepts, tools and techniques employed for decision making in each of the decision areas.

CO4: Identify the processes of product design and development, analyse various approaches to product development, compare and classify manufacturing and service delivery processes and analyse the factors determining process selection.

CO5: Apply various tools and techniques and use operations analytics for operations planning and control and managing supply chains.

CO6: Design and implement quality management systems applying both traditional and Japanese management philosophies for sustainable operations management.

MFM 110: Investment Analysis & Portfolio Management

CO1: Demonstrate a complete understanding of financial securities available in the global financial markets.

CO2: Contrast the risk and return characteristics of different financial securities.

CO3: Apply the acquired knowledge of security markets for valuation of equity and fixed income securities under goal-based investment planning.

CO4: Interpret the risk-return dynamics, and the functioning of derivatives market.

CO5: Develop portfolios by allocating the assets based on risk-return trade-off.

CO6: Evaluate the performance of different portfolios and recommending portfolios as per risk profiles of different investors.

MFM-112

Human Resource Management

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CO1: Explain the scope and strategic significance of the Human Resources Management function, discuss and differentiate between various models of HRM.

CO2: Apply the methods and techniques of human resources planning, job design, recruitment, selection and on-boarding.

CO3: Develop performance management systems integrating performance appraisal, training and development, reward and recognition and other initiatives to create a high performance culture in organizations.

CO4: Evaluate Human Resources Management Systems and employ Human Resource Information Systems and data driven approach to improve the HR processes.

CO5: Identify contemporary issues and challenges in managing increasing diversity of workforce and apply the concepts of inclusion, employee engagement, positive psychology etc for promoting inclusive work spaces and enhancing employee engagement through positive employee experiences.

MFM-114: Minor Project

MFM 116: Professional Skill Development (NUES)

CO1: To recognize, identify and foster self-capabilities for corporate readiness

CO2: Develop life skills such as communication, cooperation, teamwork, and resilience

CO3: Develop understanding of appropriate conduct in professional environment

CO4: Develop corporate character and holistic personality

MFM-118: MOOC/Open Elective

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MIB-106: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

- CO1 Identify discuss the issues and practices pertaining to the major HRM functions within the context of a multinational environment
- CO2 Recognize and value cultural differences
- CO3 Provide practical solutions to the challenges of Human Resources Management across national borders and the pursuit of core strategic competencies
- CO4 Demonstrate an understanding of the management of global organizational values and culture.

MIB-108: INTERNATIONAL FINANCIAL MANAGEMENT

- CO1 Demonstrate an understanding of the core global financial environment including international flow of funds, balance of payment, IMF.
- CO2 Explain international parity conditions and exchange rate determination.
- CO3 Demonstrate an understanding of foreign exchange risk measurement management through foreign currency hedging decisions; foreign currency derivatives; interest rate & foreign currency swaps,
- CO4 Describe various modes of International Investment viz. International Capital Market, International Debt Financing, International Capital Budgeting, Financing International Trade, Managing Working Capital, FDI, Joint Venture.

MIB-110: INTERNATIONAL MARKETING MANAGEMENT

- CO1 Design the foreign entry mode for a company.
- CO2 Analyse the market situation and place the product in international market suitably.
- CO3 Develop pricing models in a global scenario.
- CO4 Leverage online channels for international marketing operations.

MIB-112: RESEARCH METHODS FOR INTERNATIONAL BUSINESS

- CO1 Evaluate various sources of information for literature review and data collection.
- CO2 Design research instruments for data collection and draw inferences using sampling techniques
- CO3 Prepare a business research report addressing any particular problem.
- CO4 Solve business problems with the help of proper research methodology.

MIB-114 : EXPORT IMPORT PROCEDURES AND DOCUMENTATION

- CO1 Formulate organizational plans adhering to government policies.
- CO2 Demonstrate an understanding of the functioning of the export firm.
- CO3 Develop export promotion plans adhering to government initiatives.
- CO4 Pan out procedures to fulfil the documentation process

MIB-116: PRODUCTION AND OPERATION RESEARCH FOR INTERNATIONAL BUSINESS

- CO1 Demonstrate an understanding of managing production processes.

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- CO2 Able to plan and run operations effectively
- CO3 Demonstrate an understanding of modern production techniques
- CO4 Describe and discuss the concepts and techniques of quality management.

MIB-118: FOREIGN LANGUAGE -PART 1

- CO1 Combine sentences and phrases to express opinions on topics related to the self, personal interest, and everyday life;
- CO2 Ask and answer questions about the self, personal interest, everyday life, and the immediate environment, orally and in writing;
- CO3 Talk about familiar topics related to the self, personal interest and everyday life, using linked sentences with a moderate level of accuracy both orally and in writing;
- CO4 Identify the main point and basic supporting details of level-appropriate authentic texts from different

MIB-120: MOOC/OPEN ELECTIVE

To remove rigid boundaries and facilitate new possibilities for learners in education system, study webs of active learning for young aspiring minds is India's Nation Massive Open Online Course (MOOC) platform. Massive Open Online Courses (MOOCs) are online courses which are designed to achieve the three cardinal principles of India's education policy: Access, Equity and Quality. MOOCs provide an affordable and flexible way to learn new skills, career development, changing careers, supplemental learning, lifelong learning, corporate eLearning & and deliver quality educational experiences at scale and more.

The student can choose any course from Swayam Platform or pursue an open elective of his choice and interest.

MIB-122: MINOR PROJECT

- CO1: Able to recall the knowledge and concepts of management
- CO2: Explore the business environment to identify business problems or issues.
- CO3: Understand the process of data collection from both the primary and secondary sources for problem solving
- CO4: Apply the management research techniques to solve the business problems and issues.

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20.05.2022

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

SCHEME AND SYLLABUS OF

MASTER OF BUSINESS ADMINISTRATION

(FINANCIAL MANAGEMENT)

2021-22 Onwards

Background Note:

Need for Syllabus Revision:

The last revised MBA (FM) program scheme was launched by university from 2019-20. The program was quite contemporary and aimed at preparing individuals to serve the business needs at various levels of management in different functional areas. As per the feedback of students, alumni, teachers and Employers, a need was felt to update the curriculum of the MBA (FM) program to make it more focused and industry ready. In addition, with New Education Policy 2020, the curriculum of MBA(FM) was required to incorporate the features such as: CBCS, Multi-entry and Multi-exit, Academic Bank of Credits, etc. The current syllabus and scheme have been worked out for 2 years with flexible entry and exit.

The whole syllabus of MBA (FM) program is divided into following types:

- a) Core Papers
- b) Ability Enhancement Papers
- c) Skill Enhancement Papers
- d) Discipline Specific Elective Papers
- e) Interdisciplinary
- f) NUES
- g) Projects
- h) MOOCs

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

SCHEME OF EXAMINATIONS

Criteria for Internal Assessment

All theory courses have internal assessment of 25 marks and 75 marks for external examination. For the courses related to labs, summer training and projects, internal assessment is 40 marks and external examination is 60 marks.

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

- 1. Class Test** - **15 Marks**
Written Test Compulsory (to be conducted as per Academic Calendar of the University)
- 2. Individual Assignments/Presentation/Viva-Voce/Group Discussion/Class Participation** - **10 Marks**

Note: Record should be maintained by faculty and made available to the University, if required.

The student will be evaluated continuously during the semester as part of internal assessment.

MAXIMUM & MINIMUM CREDITS OF THE PROGRAM

The total number of the credits of the MBA (Financial Management) Programme is 108.

Each student shall be required to appear for examination in all courses. However, for the award of the degree a student should secure at least **102** credits.

MASTER OF BUSINESS ADMINISTRATION- FINANCIAL MANAGEMENT MBA-FM)

PROGRAMME OUTCOMES

On the successful completion of the program the learner will be able to:

1. Demonstrate an understanding of management concepts, principles, and theories, and apply them in the context of organizational work practices.
2. Apply analytical and critical thinking skills to analyze the dynamic business environment and identify entrepreneurial and business opportunities and risks.
3. Prepare business strategies, develop concomitant functional and operational strategies, and implement them in an integrated manner to efficiently and effectively achieve the functional goals and the business objectives.
4. Demonstrate an understanding of decision-making processes at various levels of the organization with respect to resource mobilization and their efficient deployment and use to achieve the set goals.
5. Demonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a creative problem-solving approach.
6. Identify and recommend the information technology based interventions to achieve organizational goals.
7. Benchmark organizational and managerial practices against the principles of good governance, ethical conduct, corporate social responsibility, and the imperatives of long-term societal welfare.
8. Demonstrate effective communication and interpersonal skills as well as the ability to work with and lead teams.
9. Develop a lifelong learning approach manifested in their attitude to learn, unlearn and relearn and in their pursuit of excellence in professional, personal and social life.

PROGRAMME SPECIFIC OUTCOMES

After the successful completion of MBA-FM course students will be able to:

1. Display a strong understanding of financial decision-making, financial policy and strategy and the imperatives for ensuring the financial health of the firm.
2. Demonstrate a knowledge of financial markets and institutions, regulatory frameworks, and major financial services.
3. Use statistical and financial tools and techniques for analysis, interpretation, modelling, and presentation of financial data for effective decision-making.
4. Apply an analytical approach to business valuation, tax planning, corporate mergers and acquisitions and investment decisions.
5. Apply theories and techniques for risk-return analysis, optimum portfolio formulation and wealth management.

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

FIRST SEMESTER

Code No.	Paper	Type	L	T/P	Credits
MFM 101	Management Process and Organisational Behaviour	Core	3	-	3
MFM 103	Quantitative Techniques	Core	3	-	3
MFM 105	Managerial Economics	Core	3	-	3
MFM 107	Accounting for Management	Core	3	-	3
MFM 109	Information Technology Management	Skill Enhancement	3	-	3
MFM 111	Marketing Management	Core	3	-	3
MFM 113	Communication in Organizations	Ability Enhancement	2	2	3
MFM 115	Legal Aspects of Business	Core	3	-	3
MFM 117	Information Technology Management Lab	Skill Enhancement		2	1
	Total		23	4	25

Industrial Visit:

There may be one Industrial Visit for the students in the 1st 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.

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

SECOND SEMESTER

Code No.	Paper	L	T/P	Credits	Type of Course
MFM 102	Corporate Social Responsibility and Corporate Governance	3	-	3	Core
MFM 104	Financial Management	3	-	3	Core
MFM 106	Business Research	3	-	3	Core
MFM 108	Sustainable Operations Management	3	-	3	Core & Interdisciplinary
MFM 110	Investment Analysis & Portfolio Management	3	-	3	Core
MFM 112	Human Resource Management	3	-	3	Core & Interdisciplinary
MFM 114	Minor Project	-	-	4	Ability Enhancement
MFM 116	Professional Skill Development (NUES)	2	2	3	Ability Enhancement Course (NUES)
MFM 118	MOOC/Open Elective*	-	-	3	Ability Enhancement
	Total	20	2	28	

Note:

*The student is required to choose one MOOC course of 3 credits at PG level as per his or her preference/choice from Swayam portal or any other online educational platform approved by the UGC / regulatory body from time to time. After completing the course, the student has to produce successful course completion certificate for claiming the credit. The course chosen by the student should be intimated to the MOOC Coordinator of the respective institution. Alternatively, student can pursue any course offered in the campus by any USS with due intimation to the Program Coordinator/Dean of the School.

The Student is required to undergo Summer Training of Six to Eight Weeks immediately after the final Exam of 2nd Semester and obtain a Certificate of Training from the organization as per the format prescribed.

A Post-Graduate Diploma will be awarded, if a student wishes to exit at the end of first year/second semester upon successful completion.

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

THIRD SEMESTER

Code No.	Paper	L	T/P	Credits	Type of Course
MFM 201	Summer Training Report	-	-	4	Ability Enhancement Course
MFM 203	Financial Derivatives	3	-	3	Core
MFM 205	Financial Markets and Institutions	3	-	3	Core
MFM 207	Entrepreneurship Development and Start-Up	3	-	3	Core & Interdisciplinary
MFM 209	Strategic Financial Management	3	-	3	Core
MFM 211	Business Analytics	2	-	2	Core
	Elective – I	3	-	3	
	Elective – II	3	-	3	
	Elective – III	3	-	3	
	Elective – IV	3	-	3	
MFM 213	MOOCS/Open Elective	-	-	3	Ability Enhancement Course
MFM 227	Business Analytics Lab.	-	2	1	Core
	Total	26	2	34	

Note:

1. The Students are required to undergo Summer Training of Six to Eight Weeks immediately after the Final Exam of 2nd Semester and obtain a Certificate of Training from the organization as per the format prescribed.
2. All students must take eight elective courses in total.
3. Four Elective papers must be taken in the Third semester and Fourth semester each
4. For Project Dissertation to be done in 4th Semester, the allocation of Project Guide and Selection of topic will be done in 3rd semester and notified
5. It is mandatory to pass the MFM 201 (Summer Training Report) for successful completion of the course.

LIST OF ELECTIVES

MFM 215 -Mergers, Acquisition & Corporate Restructuring
MFM 217 - International Financial Management
MFM 219 - Venture Capital and Investment Banking
MFM 221 - Financial Econometrics
MFM 223 – Data Visualization for Decision Making
MFM 225 - Fixed Income Securities

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

FOURTH SEMESTER

Code No.	Paper	L	T/P	Credits	Type of Course
MFM 202	Project Dissertation	-	-	6	Ability Enhancement Course
MFM 204	Project Management	3	-	3	Core
	Elective – I	3	-	3	
	Elective – II	3	-	3	
	Elective – III	3	-	3	
	Elective – IV	3	-	3	
	Total	15	-	21	

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

LIST OF ELECTIVES

- MFM 206- Business Valuation
- MFM 208- Risk Management & Insurance
- MFM 210- Treasury & Wealth Management
- MFM 212- Sustainable Finance
- MFM 214- Fintech
- MFM 216 - Big Data Analytics-2 Credits
- MFM 218 –Big Data Analytics Lab-- 1 Credit



FIRST SEMESTER

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

MANAGEMENT PROCESS & ORGANIZATIONAL BEHAVIOUR

Course Code: MFM-101

L-3 Credits-3

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

Course Outcomes (COs)

CO1: Enumerate, explain, compare and analyze the concepts, theories and principles that have evolved in specific historical contexts and informed both academic thinking and practices related to the field of management.

CO2: Identify and discuss the functions of management i.e. planning, organizing, leading and controlling, relate them with the roles of managers at different levels of the organization and classify the skills necessary for effective performance of their functions.

CO3: Apply the knowledge of management theory and of organizational behaviour to analyze managerial issues and take decisions consistent with the organizational objectives of efficiency and effectiveness.

CO4: Analyze the complexities of work organizations and develop a multidisciplinary approach to address interpersonal and intra organizational issues.

Course Contents

Unit I

Introduction to Management: Meaning and Nature of Management, Evolution of Management, Tasks and Responsibilities of a Professional Manager, Management by Objectives, Case Study.
(8 Hours)

Unit II

Process of Management: Planning- Concept, Process and Techniques, Directing – Definition, Principles and Process, Controlling - Definition, Process and Techniques, Decision Making – Concept, Importance and Models, Case Study.
(8 Hours)

Unit III

Fundamentals of Organizational Behaviour: Organizational Behaviour - Nature and Scope, OB Models – merits and demerits, Personality – concept and types, Perception – definition and Attitude, Learning – concept and theories, Motivation – definition, importance and theories, Managing stress at Work – concept and techniques, Organization Structure – concept and types, Case Study.

Organizational Processes and Structure: Organizational Design and Structure, Organizational Culture and Climate, Cross Cultural Organizational Behavior
(16 Hours)

Unit IV

Group and Their Dynamics, Work Teams: Group and their dynamics – Concept and Types, Work Teams – definition and importance, Stages of team Building and its behavioral dynamics, Leadership - Concept, Importance and Styles, Organizational Justice - Concept, Importance and Types
(10 Hours)

Suggested Books: (Latest Editions)

1. Robbins.,S.P., Judge T.A., Vohra, N. Organizational Behaviour. Pearson Education

2. Nahavandi, A. et al., Organizational Behavior. Sage Publication
3. Greenberg, J. and Baron, R.A. Behaviour in Organization. Pearson Education
4. Nelson D.L., Quick, J.C. & Khandelwal, P. ORGB. Cengage Learning
5. Newstorm, J.W. & Davis, K. Organizational Behaviour Human Behaviour at Work.. McGraw Hill Education
6. George, J.M. and Jones. Understanding and Managing Organizational Behaviour. Pearson Education

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

QUANTITATIVE TECHNIQUES

Course Code: MFM-103

L-3 Credits-3

Objective: To provide understanding on relevance & need of quantitative methods for making business decisions, to have a sound knowledge of fundamentals of statistics and statistical techniques, be able to read and interpret statistical information, be able to perform statistical analysis for effective decision making in organizations.

Course Outcomes (COs)

CO1: Identify and differentiate between different statistical techniques and methods.

CO2: Explain the merits and limitations of various statistical techniques.

CO3: Demonstrate effective computational and spreadsheets skills for business analysis.

CO4: Analyse and interpret statistical information from the business data and reports.

CO5: Apply quantitative techniques to solve a variety of business problems.

Course Contents

Unit I

Descriptive Statistics: Measures of central tendency, measures of dispersion: absolute and relative measures, skewness-meaning and measures, kurtosis-meaning and measures, bivariate analysis: concept of correlation, measures of correlation, regression meaning, regression lines, OLS regression: assumptions, computation of regression coefficients, standardized and unstandardised regression coefficients. Decision making based on Regression Analysis.

(12 Hours)

Unit II

Probability Analysis: Concept and meaning of probability, theorems of probability: addition, multiplications, Bayes 'theorem, Probability distribution: Discrete and Continuous distribution-binomial, Poisson and Normal Distribution. Application of Probability in decision making

(10 Hours)

Unit III

Linear Programming: Meaning, assumptions, formulation of linear programming model: solution of linear programming problem with graphical and simplex method, special types of linear programming problems- assignment modeling, solution of assignment problem with Hungarian assignment model, travelling salesman model, transportation model, applications, computation of initial feasible solution and testing its optimality, concept of trans-shipment.

(10 Hours)

Unit IV

Decision Theory: States of decision making, decision tree analysis, game theory: meaning concept and types of games, principles of dominance, solution of games with algebraic, graphical, and simplex method.

(10 Hours)

Suggested Readings: (Latest Editions)

1. Hamdy, T. Operations Research. Pearson Publications
2. Black, K. Business Statistics: For Contemporary Decision Making. India, Wiley Publication.

3. Render, B., Stair, R., Hanna, M., & Badri, T. N. Quantitative Analysis for Management. Pearson Education.
4. Sharma, J. Operations Research: Theory and Application. India, Macmillan Publication.
5. Francis, Joseph J. Business Statistics, Cengage Publication
6. Aczel, Amir D., Sounderpandian, J.,& Saravanan P. Complete Business Statistics, India: McGraw Hill Education India Private Limited

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

MANAGERIAL ECONOMICS

Course Code: MFM-105

L - 3, Credits - 3

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. The course will also look at recent developments in business in the context of economic theory.

Course Outcomes (COs)

CO1: Examine various economic ideologies, economic theories and techniques of economic analysis and discuss their relevance for managerial decision making.

CO2: Identify and explain factors influencing supply and demand, analyze the dynamic role of markets in allocation of productive resources in a free market economy and offer critique of market based model from sustainable development perspective.

CO3: Examine various approaches and models that explain consumer choices and behaviour and apply them for analyzing the demand.

CO4: Discuss the theory of production and analyze the effects of technology and variations in input proportions on output, both in the short run and long run.

CO5: Identify and compare different market structures and analyze pricing and output decisions in different market forms.

CO6: Analyze business cycles, macro-economic conditions and policies and develop effective business strategies.

Course Contents

Unit I

Introduction: Nature, Scope and Significance of Managerial Economics, its Relationship with other Disciplines, Role of Managerial Economics in Decision Making, Opportunity cost Principle, Incremental Concept, Cardinal and Ordinal Approaches to Consumer Behaviour: Equi-Marginal Principle, Law of Diminishing & Equi Marginal Utility, Indifference Curve Analysis.

(12 Hours)

Unit II

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

(10 Hours)

Unit III

Theory of Cost and Market Structures: Theory of Cost in Short and Long Runs, Market Structures: Price-Output decisions under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly.

(10 Hours)

Unit IV

Introduction to Macro Economics: Nature and Importance of Macro Economics, Market, Command, and Mixed Economies, The Invisible Hand. The economic role of government. Economic Growth and Development, policy framework of money supply, inflation, and interest rates.

(10 Hours)

Suggested readings: (Latest Editions)

1. Hirschey, M. Managerial Economics. Thomson South-Western.
2. Salvatore, D. Managerial Economics in a Global Economy. McGraw-Hill.
3. Samuelson, W. F., & Marks, S. G. Managerial economics. John Wiley & Sons.
4. Truett Lila J., Truett, Dale B. and Truett J. Lila. Managerial Economics: Analysis, Problems, Cases, John Wiley & Sons.
5. Petersen, H. C., Cris, L W and Jain, S.K. Managerial Economics, 1st edition, Pearson Education
6. Satya, P Das. Microeconomics for Business, Sage Publishing

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

ACCOUNTING FOR MANAGEMENT

Course Code: MFM-107

L - 3, Credits - 3

Objectives: 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 Outcomes (COs)

CO1: Demonstrate sound understanding of fundamental accounting principles, accounting standards and accounting techniques.

CO2: Construct financial statements by collecting, recording and classifying the financial information from divergent sources.

CO3: Critically analyse and interpret financial statements of a company.

CO4: Demonstrate the ability to extract and use meaningful financial information for managerial decision making.

Course Contents

Unit I

Financial Accounting: Scope and Nature of Accounting, Accounting concepts, Principles & Standards, Accounting Cycle, Journalising, Subsidiary Books, Ledger Posting, Preparation of Trial Balance, Rectification of Errors. Concept of Capital and Revenue, Expenditure & Income .Fixed Assets and Depreciation Accounting. Preparation of Final Accounts, Manufacturing Account, Trading Account, Profit and Loss Account, Balance Sheet (with adjustments) **(12 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. **(10 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. **(10 Hours)**

Unit IV

Decision Making Techniques: Financial Statement Analysis, Ratio Analysis, Common Size Statements, Du Pont Analysis, 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. **(10 Hours)**

Suggested Readings: (Latest Editions)

1. Arora, M. N. Cost Accounting Principles & Practice. Vikas Publishing House.
2. Jawahar, L. Advanced Management Accounting. S. Chand & Company.
3. Periasamy, P. Financial, Cost and Management Accounting. Himalaya Publishing.
4. Khan, M.Y. & Jain, P.K. Management Accounting. McGraw Hill Education.
5. Maynard, Jennifer. Financial Accounting, Reporting & Analysis. Oxford University Press
6. Horngren, C.T., Foster, G., Datar, S.M. Cost Accounting: A Managerial Emphasis. Pearson Education

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

INFORMATION TECHNOLOGY MANAGEMENT

Course Code: MFM-109

L - 3, Credits - 3

Objective: The primary objective of this course is to familiarize the student coming from diverse background with basic concepts of information technology, its components and their applications in business processes.

Course Outcomes (COs)

CO1: Recall the components of an Information Technology based system.

CO2: Identify the challenges in storage and retrieval of data.

CO3: Classify the software into various types on the basis of different criteria.

CO4: Create and analyze the database using SQL and spreadsheet tools.

CO5: Build an appropriate computer network as per the organizational needs

CO6: Develop web pages using HTML.

CO7: Contrast the information systems for managerial decision making

CO8: Understand the new and emerging technologies

Course Contents

Unit I

Information Technology: Components of IT systems, Characteristics and Classification of Computers. Computer Architecture, Computer Memory: Types of Memory, Storage devices, Mass Storage Systems. Concept of Cloud Computing, Data Centres and their challenges.
(06 Hours)

Unit II

Computer Software: Types of Software. System Software: Introduction to Operating System, Need, Functions and Types of Operating systems. Introduction to GUI. Compiler, Interpreter and Assembler, Types of Computer Programming Languages. Application Software and their uses. Features of Good Software and emerging trends in software development. Spreadsheet and Presentation Software. Data Analysis using Excel. DBMS: Traditional File concepts and Database Environment, Database Management Systems Concepts, Types of Data Models, ER Modeling, Integrity Constraints, SQL queries.
(14

Hours)

Unit III

Data Communication and Networks: Concepts of Data Communication, Types of Data-Communication Networks, Communications Media, Concepts of Computer Networks, Primary Network Topologies, Network Architectures-The OSI Model, Inter-Networking devices. The Internet, Intranet and Extranets: Internet Services, World Wide Web, Creating Web Pages using HTML.
(12 Hours)

Unit IV

Functional and Enterprise Systems: Data, Information and Knowledge Concepts, Decision Making Process, Concept and Classification of Information Systems. Security Issues in Information Technology, Emerging Trends in Information Technology: Block Chain, Artificial

Intelligence, Machine Learning, Internet of Things and their applications.
Hours)

(10

Suggested Readings: (Latest Editions)

1. ITL Education Solutions. Introduction to Information Technology, 2/e, Pearson Education.
2. Turban R., Potter, Introduction to Information Technology, John Wiley and Sons.
3. Behl R., Information Technology for Management, McGraw Hill Education.
4. Joseph A. B., Ellen F. M., Problem Solving Cases in Microsoft and Excel, Thomson Learning.
5. Sharma M., Shankar S., Computer Applications, Galgotia Publishing Company.
6. Saini A.K., Sharma M., Web Technologies, Galgotia Publishing Company.

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

MARKETING MANAGEMENT

Course Code: MFM 111

L -3 Credits-3

Objectives: This course is aimed at enabling students to understand the basic marketing concepts, processes and techniques. It will help develop and prioritise appropriate marketing strategies to meet the organizations marketing objectives and address its marketing challenges

Course Outcomes (COs)

CO1: Discuss the importance of a customer-centric approach and critically evaluate marketing function, concepts and theories, processes and techniques.

CO2: Identify and explain the major forces in the macro and micro environment that impact marketing strategy development and implementation.

CO3: Apply key marketing concepts and tools to develop and prioritise appropriate marketing strategies to meet the organizations marketing objectives and address its marketing challenges

CO4: Explain the importance of synchronizing the elements of a customer- driven marketing strategy and apply IT based tools that provide for a seamless customer experience.

CO5: Anticipate future challenges and devise marketing strategies to adapt to the imperatives of sustainable development.

Course Contents

Unit I

Introduction to Marketing: Meaning and Scope of Marketing, Marketing Philosophies, Concept of Customer Value and Customer Satisfaction, Marketing Management Process-An Overview, Concept of Marketing Mix, Understanding Marketing Environment, Consumer Buyer Behavior, Market Segmentation, Targeting and Positioning. **(12 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, Brand and Branding Strategies, New Product Development Process, Ansoff Grid of Product Development. Pricing-Pricing Objectives, Determinants of Price, Pricing Methods & Strategies. **(10 Hours)**

Unit III

Promotion and Distribution Decisions: Concept of Integrated Marketing Communication, Promotion Mix-Advertising, Personal Selling, Publicity, Direct Marketing and Sales Promotion, Channels of Distribution, Functions of Intermediaries, Channel Design Decisions, Selecting Channel Members, Channel Management, Emerging Channels of Distribution. **(10 Hours)**

Unit IV

Contemporary Marketing Trends and Issues: Overview of Competitive Marketing Strategies, Introduction to Marketing Analytics, Consumer Adoption of Innovations, Rural Marketing, Social Marketing, Sustainable Marketing, Digital Marketing, Ethical Issues in Marketing. **(10 Hours)**

Suggested Readings: (Latest Editions)

1. Kotler,P., Keller, K.L. , Marketing Management, Pearson Education.

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

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

COMMUNICATION IN ORGANIZATIONS

Course Code: MFM-113

L-2,T/P-2, Credits-3

Objective: The aim of the course is to train students to enhance their skills in written and oral communication. The course will help students develop competence in communication so that they can successfully handle the challenges of all types of communication in business environment.

Course Outcomes (COs)

CO1: Recognize the scope and significance of communication and its relevance for enhancing individual and organizational performance in the context of global business operations.

CO2: Explain the concepts, theories and principles of communication informing various communication strategies and practices aimed at effective communication with different stakeholders of the organization.

CO3: Identify and apply various tools and techniques for developing appropriate communications strategies aimed at positioning the organization and build brand image.

CO4: Exhibit the use of interpersonal communication skills and etiquettes for impactful business dealings and lasting relationship building reflected in dressing sense, listening skills, cultural sensitivity etc.

CO5: Devise an effective communication strategy and protocols that can be successfully employed by the individuals and teams while participating in business negotiations.

Course Contents:

Unit I

Introduction to Business Communication: Business communication – definition, importance. Forms and types of communication (Downward, upward, horizontal and lateral communication). Formal and informal communication network. Process of communication. Barriers and Gateways to communication. **(12 Hours)**

Unit II

Written Communication and Application of Communication: Principles of Written Communication – 7C's Concept. Business and Commercial Letter (Request letters, Good News letters, Bad new letters, Persuasive letters, Sales letters). Minutes of the Meeting. Job application and Resume Writing. **(12 Hours)**

Unit III

Oral Communication: Principles of Oral Presentations, Factors Effecting Presentation, Video-conferencing and Skype, Non-Verbal Communication (Para language, Time, Space, Silence, Body language). Relating through Informative and Persuasive speeches, Listening. **(8 Hours)**

Unit IV

Recent Trends in Business Communication: Online Communication and Personal Relationships, Handling Online Meetings, Business Communication via Social Network, Writing Social Blogs. Inter-cultural communication, Ethical and Legal Issues. **(10 Hours)**

Suggested Readings (Latest Editions)

1. Courtland L. B. et. al., Business Communication Today, Pearson
2. Duck S., McMahan T.D., The Basics of Communication, Sage Publication., South Asia
3. Lesikar R. et.al., Business Communication: Making Connections in a Digital World
4. Murphy H. et.al., Effective Business Communication, McGraw-Hill Education
5. Verma S, Business Communication: Essential Strategies for 21st Century Managers, Vikas Publications
6. Chaturvedi, Art and Science of Business Communication, Pearson India

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

LEGAL ASPECTS OF BUSINESS

Course Code: MFM-115

L-3, Credits-3

Objectives: Managing business activities requires some level of acquaintance with the laws and legal systems. Laws are enacted to regulate and govern the relationships between business and various stakeholders i.e government, customers, suppliers, employees and community. This course is intended to enable the students acquire a general understanding of the legal system in India and the laws relevant to business world so that they appreciate the legal implications of the business decisions.

Course Outcomes (COs)

CO1: Identify, define and explain the legal provisions governing general and special contracts, companies, competitive markets, consumers' protection and investors' protection.

CO2: Distinguish, examine and summarize legal communications and take actions consistent with the requirements of law

CO3: Analyze the decision-making context with due regard to the legal requirements and regulatory compliances

CO4: Evaluate and appraise the legal consequences of alternative choices proposed for decision making.

CO5: Assess various legal strategies or options available in the specific context of various legal disputes or issues that generally arise in the course of business.

CO6: Explain the mechanisms set-up under the relevant laws for handling legal disputes or addressing legal issues and prepare strategies for their expeditious and effective resolution.

Course Contents

Unit-I

Introduction to Law and Legal Systems: Basic concepts of Law, Classification of Laws and Legal Systems, Indian Legal System and Administration of Justice, Constitutional Courts and their jurisdiction, Subordinate Judiciary and their jurisdiction, Tribunals and their jurisdiction, An overview of The Commercial Courts Act, 2015 and Alternate Dispute Resolution Mechanisms, Constitutional provisions related to the freedom to do business in India and the reasonable restrictions permissible, Nature of government regulation of business and markets in market economy .
(10 Hours)

Unit-II

Laws Governing Contracts: The Indian Contract Act, 1872- Definition and essential elements of a contract, Performance of a contract, Discharge of a contract, Breach of a contract, Remedies for breach under the Indian Contract Act, 1872, The Sale of Goods Act, 1930-Definitions of Sale, Agreement to Sell, Goods, Conditions and Warranties, Transfer of property, Rights if a seller and buyer, Rights of an Unpaid Seller.
(10 Hours)

Unit-III

Laws Governing Business Forms: Laws governing different legal forms of business organizations in India- Partnership firms, Hindu Undivided Family Businesses, Companies, Limited Liability Companies

The Indian Partnership Act, 1932: Formation of Partnership, Relationship between partners, Rights and liabilities of partners, Dissolution of partnership and partnership business.

The Companies Act, 2013: Company and its features, Types of Companies, Incorporation of a Company, Memorandum of Association and Articles of Association, Board of Directors and their appointment, powers, duties and liabilities, winding up of a company, Overview of Insolvency and Bankruptcy Code, 2016

The Limited Liability Partnership Act, 2008: Features of LLP, Incorporation of LLP, Effects of Registration of LLP, Designated partners and their liabilities, Conversion of other forms of business organizations into LLP. (12

Hours)

Unit-IV

Laws Governing Relations with Various Stakeholders:

The Securities and Exchange Board of India Act, 1992: Objectives, Regulatory powers of SEBI, Regulations related to Public Offer of Shares and Debentures, Regulations related to protection of investors.

Employment Related Laws: Overview of the Code on Wages, the Code on Social Security, the Code on Industrial Relations and the Code on Occupational Safety, Health and Working Conditions with emphasis on mandatory compliances.

Consumer Protection Act, 2019: Objectives and salient features, Definition of consumer, complainant, defect, deficiency, restrictive trade practice, unfair trade practice, rights of the consumers, 3-Tier structure of dispute resolution commissions-Powers and functions.

Competition Act, 2002: Objectives and salient features, Definition of anti-competitive agreement, abuse of dominant position, combinations, role of Competition Commission of India in promoting competitive markets.

(10 Hours)

Suggested Readings: (Latest Editions)

1. Albuquerque, Daniel. Legal Aspects of Business, OUP India
2. Pathak, Akhileshwar. Legal Aspects of Business, Mc Graw Hill Education
3. Kumar, Ravinder. Legal Aspects of Business, Cengage Learning India
4. www.indiacode.nic.in
5. www.sebi.gov.in
6. www.cci.gov.in

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

INFORMATION TECHNOLOGY MANAGEMENT LAB

Course Code: MFM-117

T/P-2 Credits-1

Course Outcomes (COs)

CO1: Apply Operating system tools for IT resources

CO2: Create and analyze the database using SQL

CO3: Make use of spreadsheet software such as MS-Excel as a data analysis tool

CO4: Create and develop web pages using HTML.

Lab will be based on Paper MFM-109 and will basically cover the following: Operating System Utilities, SQL Queries, Basic HTML Tags to create web pages. In addition, the students are required to work on Spreadsheet exercises for basic operations and using data analysis tools such as What-If, Goal Seek, Problem Solver, Pivot Tables, etc.

Students are required to maintain a record of all the exercises done by them in a Lab file duly signed by the faculty.



SECOND SEMESTER

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

CORPORATE SOCIAL RESPONSIBILITY AND CORPORATE GOVERNANCE

Course Code: MFM 102

L-3, Credits-3

Objective: The course aims help students understand the concept of Corporate Social responsibility and mechanism of Corporate Governance in the present scenario. It will enable them to comprehend the role of regulating agencies and their processes to manage the financial services effectively.

Course Outcomes (COs)

CO1: Demonstrate an understanding of the significance of Corporate Social Responsibility (CSR), and knowledge of the related concepts and frameworks including sustainability, stakeholder management and the triple bottom line.

CO2: Discuss the major codes on CSR and identify best practices and CSR initiatives in India and globally.

CO3: Explain and discuss the mechanism of Corporate Governance in the present scenario

CO4: Explain the features of good governance and the role played by regulators to improve corporate governance.

CO5: Describe the major issues and challenges related to CSR and Corporate Governance in the current context.

Course Contents

Unit I

Introduction to CSR: Meaning & Definition of CSR, History & Evolution of CSR. Concept of Charity, Corporate Philanthropy, Corporate Citizenship, CSR-an Overlapping Concept. Concept of Sustainability & Stakeholder Management. CSR through Triple Bottom Line and Sustainable Business, Relation between CSR and Corporate Governance, Environmental aspect of CSR, Models of CSR in India, Carroll's model, Drivers of CSR, CSR Initiatives in India.

(10 Hours)

Unit II

Regulatory Framework of CSR: Section 135 of Companies Act 2013: Scope for CSR Activities under Schedule VII, Appointment of Independent Directors on the Board, Computation of Net Profit's Implementing Process in India, ISO Guidelines on CSR Management (ISO-26000), Indian Guidelines BRR (SEBI), NVG (Ministry of Corporate Affairs), International Frameworks of CSR and Sustainability: Global Compact, Caux Round Table, OECD Guidelines for Multinational Enterprises, GRI, SA-8000 Standards, Social Audit, Corporate Social Reporting.

(10 Hours)

Unit III

Corporate Governance: Conceptual Framework of Corporate Governance: Theories & Models, Codes & Standards on Corporate Governance, Board of Directors: Structure, Independence, Responsibilities and Duties of the Board, Remuneration and Evaluation of the Board, Board Committees (Audit, Remuneration, Shareholders, Grievance), Understanding of the Shareholder vs Stakeholder Concept of Governance, Corporate Disclosure, Insider Trading, Internal Controls

and Accountability

(12

Hours)

Unit IV

Legislative Provisions of Corporate Governance: Corporate Governance in India: National Committees' Recommendations, Legislative and Regulatory provisions related to Corporate Governance, Clause 49 and Listing Agreement. Corporate Governance Codes across the world: The US Sarbanes-Oxley Act, Shareholder Rights, Equitable Treatment, Responsibilities of Shareholders, Minority Shareholders' Protection, Corporate Funding of Political Parties, Class Action, Whistle Blowing, Shareholders Activism, Critical Issues in Governance of Board Directors, CEO Duality, Case Studies on Corporate Governance, Initiatives in India.

(10 Hours)

Suggested Readings:

1. Ghosh B.N.. Business Ethics and Corporate Governance, Tata Mc Grawhill.
2. Maheshwari S.N., Maheshwari S.K., A Manual of Business Laws, Himalaya Publishing House.
3. Bajpai G. N., The Essential Book of Corporate Governance, Sage Publications.
4. Das S. C., Corporate Governance in India: An Evaluation Paperback, PHI Learning.
5. Fernando A. C., Satheesh, E. K., Muraleedharan, K. P., Corporate Governance: Principles, Policies and Practices, Pearson.
6. Tricker B., Corporate Governance-Principles, Policies, and Practice (Indian Edition). Oxford University Press.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	1	1	1	1	1	2	2	2	1	1	1	1	1
CO2	2	1	1	1	1	1	3	2	2	2	2	1	1	1
CO3	2	1	2	2	2	1	2	2	2	2	1	1	1	1
CO4	3	2	2	2	2	1	2	2	2	2	2	1	1	2
CO5	3	2	3	3	3	2	3	2	3	2	2	1	1	2

Where 3= High, 2= Moderate, 1= Low

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

FINANCIAL MANAGEMENT

Course Code: MFM 104

L-3 Credits-3

Objective: The course aims to provide an understanding of the essential elements of financial management and the financial environment. It familiarizes the students with various efficient and effective financial management techniques. In this process it deals with shareholders, wealth maximization encompassing contemporary financial practices and their implications for decision making.

Course Outcomes (COs)

CO1: Demonstrate the sound understanding of the concept, functions and importance of financial management for a business firm.

CO2: Analyze the convolutions associated with management of short-term and long-term funds in the corporate capital structure.

CO3: Demonstrate the ability to assess and manage financial risks and recommend an optimum capital portfolio for a firm.

CO4: Combine the knowledge of financial management and investment, financing, dividend policy and working capital decisions for ensuring optimum valuation of a firm.

Course Contents

Unit I

Financial Objectives: Impact of Financial and Economic 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)

(10 Hours)

Unit II

Capital Structure: Net Income Approach, Net Operating Income Approach, Traditional Approach and MM Approach, Cost of Capital: Leverage Analysis, Operating Leverage, Financial Leverage, Combined Leveraged. EBIT- EPS Analysis, Capital Gearing

(10 Hours)

Unit III

Capital Budgeting: Conventional and DCF Methods, Risk Analysis-Certainty Equivalent Factor, Risk Adjusted Discounting Rate, Decision Tree, Independent and Dependent Risk Analysis, Replacement Decisions, Sensitivity Analysis.

(10 Hours)

Unit IV

Dividend Policy: Walter Model, Gordon Model, MM Approach, Lintner Mode, Working Capital Management: approaches, estimation, Management of Inventories, Management of Cash (Various Theoretical Models), Management of Receivables.

(12 Hours)

Note: Use of MS-Excel Functions and Formulas should be promoted amongst students for all topics given in the syllabus.

Suggested Readings: (Latest Editions)

1. Brigham E. F., Houston J. F., Fundamentals of Financial Management, Cengage Learning India Pvt Ltd.
2. Khan M.Y., Jain P.K., Financial Management: Text & Problems, Tata McGraw Hill.
3. Prasanna C. Financial Management: Theory and Practice, Tata McGraw Hill.
4. Van Horne James C., Principles of Financial Management, Pearson.
5. Pandey I.M., Financial Management, Pearson Education.
6. Kishore R., Financial Management, Taxmann's Publications.

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

BUSINESS RESEARCH

Course Code: MFM-106

L-3, Credits-3

Objective: To acquaint the student with the concepts of research, research design, research process concepts, tools and techniques of data analysis and the process of effective report writing to conduct research and analysis for effective decision making

Course Outcomes (COs)

CO1: Identify and differentiate between different types of research and research designs.

CO2: Formulate and articulate research questions and specify research objectives and hypothesis.

CO3: Critically analyze and evaluate the existing literature to identify the research gaps and prepare

a research proposal for scientific study.

CO4: Design a sample study employing statistical tools and techniques, develop data collection instruments comprising scale items and test their validity and reliability.

CO5: Analyze quantitative data by identifying and applying various statistical tests and interpret the results for drawing generalizations.

CO6: Write a report and present the findings in a structured manner with coherent arguments in logically persuasive style and analyze the implications for both practice and future research.

Course Contents

Unit I

Introduction: Meaning, Purpose and Nature of research, Research, Problem Formulation, Research Objectives and Research Questions, Research Process, Hypothesis: Formulation. Constructs, Variables, Review of Literature: Purpose, Types and Techniques.

(12 Hours)

Unit II

Research Design: Meaning, importance and types of research designs, Sampling: Defining target population, sampling frame, sampling units, Sampling Methods, Determining sample size, Considerations in sample design. Sampling & Non-Sampling Errors.

(8 Hours)

Unit III

Questionnaire & Scale Measurement: Meaning, purpose, structured vs. unstructured questionnaires, designing questionnaire. Measurement scale: meaning, types, steps in scale formulation, reliability and validity of a measurement scale, Types of error.

(10 Hours)

Unit IV

Data Analysis & Report Writing: Descriptive Statistics, Hypothesis Testing, Parametric and Non Parametric Tests: Analysis of Variance, Correlation, Regression, Multiple and Logistic regression, Exploratory and Confirmatory Factor Analysis, Discriminant Analysis, Report Writing: Research Report Components, Process of Report Writing.

(12 Hours)

Suggested Readings: (Latest Editions)

1. Cooper, D. R. and Schindler P. S. Business Research Methods. Tata McGraw Hill Education Pvt. Ltd.
2. Hair, J.F., Black, W.C., Babin, B.J., Anderson, R.E. Multivariate Data Analysis. Pearson Education.
3. Montgomery, D.C. Design and Analysis of Experiments (International Student Edition). John Wiley & Sons.
4. Cochran, W.G. Sampling Techniques, John Wiley & Sons.
5. Johnson, R.A., & Wichern, D.W. Applied Multivariate Statistical Analysis New Delhi, Prentice Hall of India.
6. Zikmund, W.G. et al Business Research Methods. New Delhi: Cengage Learning

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

SUSTAINABLE OPERATIONS MANAGEMENT

Course Code: MFM-108

L - 3, Credit - 3

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 application in real life situation.

Course Outcomes (COs)

- CO1:** Define operations management and discuss its scope and its strategic significance for the organizations to achieve competitive advantage as well as the nation to enhance its productive efficiency.
- CO2:** Explain the major milestones and trajectory of evolution of operations management as a field of study, discuss the contribution of various individuals and organizations to the field of operations management.
- CO3:** Identify the major decision areas included in operations management and explain the principles, concepts, tools and techniques employed for decision making in each of the decision areas.
- CO4:** Identify the processes of product design and development, analyse various approaches • to product development, compare and classify manufacturing and service delivery processes and analyse the factors determining process selection.
- CO5:** Apply various tools and techniques and use operations analytics for operations planning and control and managing supply chains.
- CO6:** Design and implement quality management systems applying both traditional and Japanese management philosophies for sustainable operations management.

Course Contents

Unit I

Introduction to Operations Management: Nature and Scope of Operations Management, Historical Evolution of Operations Management, System Perspectives of Operations Management, and Relation of Operations Management with other functional areas, Operations Strategy, Recent Trends in the field of Operations Management, Sustainability in operations context, Ecological Considerations by manufacturing and services firms.

(11 Hours)

Unit II

Product Development & Process Selection: Product Development Process, Concurrent Engineering, Tools and Approaches in Product Development, Quality Function Deployment, Design for Manufacturability, Quality Function Deployment, Design for Manufacturability, Design for Assembly, Design for Quality, Mass Customization, Process Selection, Facilities Layout, Determinant of Process Selection, Process Product Matrix, Types of Layout, Line

Balancing, Facilities Location, Work Measurement and Job Design, Impact of IT on Productivity.
(11 Hours)

Unit III

Operation Planning & Control: Capacity & Resource Planning, Aggregate Production Planning, Material Requirement Planning, Scheduling, Theory of Constraints and Synchronous Manufacturing, Lean Management, Just in time production, Sustainable Supply Chain Management, Inventory Planning and Control. (10 Hours)

Unit IV

Quality Management: Quality- Definition, Dimension and Costs of quality, Continuous Improvement (Kaizen), ISO (9000 & 14000 Series), Quality Awards, Statistical Quality Control, Process Control, Control Chart (X, R, p, np and C Chart), Acceptance Sampling, Operating Characteristics Curve (AQL, LTPD, α & β risk), Total Quality Management, Japanese 5 S Concept, Business Process Reengineering, Introduction to Operation Analytics. (10 Hours)

Suggested Readings: (Latest Editions)

1. Heizer J., Rende B., Operations Management, Pearson Education.
2. Mahadevan B., Operations Management: Theory and Practice, Pearson Education.
3. Bedi K., Production and Operations Management, Oxford University Press, New Delhi.
4. Russell R. S., Taylor B.W., Operations and Supply Chain Management, Wiley, New Delhi.
5. Stevenson W. J., Operations Management, McGraw Hill Education
6. Gaither N., Frazier G, Operations Management, Cengage Learning India Pvt Ltd.

Note: Visits to a manufacturing plant and a service facility may be arranged for the students for giving them an opportunity to get a first-hand experience of operations functions.

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

INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT

Course Code: MFM-110

L - 3 Credits - 3

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 familiarized with the functioning of securities market along with the theories and concepts involved in portfolio management.

Course Outcomes (COs)

CO1: Demonstrate a complete understanding of financial securities available in the global financial markets.

CO2: Contrast the risk and return characteristics of different financial securities.

CO3: Apply the acquired knowledge of security markets for valuation of equity and fixed income securities under goal-based investment planning.

CO4: Interpret the risk-return dynamics, and the functioning of financial market.

CO5: Develop portfolios by allocating the assets based on risk-return trade-off.

CO6: Evaluate the performance of different portfolios and recommending portfolios as per risk profiles of different investors.

Course Contents

Unit I

Investment: Meaning, Nature and Scope, Features of Investment, Investment Process, Investment Avenues, Concept of Risk, Types of Risks, Return on Investments, Computation of Returns and Risk of a security and portfolio, Relationship between risk and return, Correlation, Covariance and Coefficient of determination, Beta of a security and portfolio, Division of total risk to systematic and unsystematic risk.

(10 Hours)

Unit II

Capital Market Efficiency: Forms of Efficiency, Efficient Market Hypothesis, Deviation from Efficiency, Measurement of Efficiency of the Financial Markets. Modern Portfolio Theory, Efficient Frontier, Efficient Frontier and Investor's Utility, Indifference Curve of an Investor, Equilibrium of an Investor, Single Index Model, Capital Market Theory, Capital Asset Pricing Model

(12 Hours)

Unit III

Fundamental Analysis: Concept, Economic, Industry and Company Analysis and Stock Valuation, Equity Valuation Methods, Technical Analysis, rationale of technical analysis, assumptions, candle stick charts patterns, indicators. Concept of Bonds, Term Structure of a Bond, Yield of a Bond, Duration of a Bond, Valuation of Bonds

(10 Hours)

Unit IV

Portfolio Management and Evaluation: Portfolio Building, Portfolio Management Strategies, Valuation of a Portfolio, Sharpe, Jensen, Treynor, Sortino, Fama-French models of portfolio valuation. **(10 Hours)**

Suggested Readings: (Latest Editions)

1. Bodie, Kane, Marcus, & Mohanty. Investments. Tata McGraw Hill Publication.
2. Chandra, P. Investment Analysis and Portfolio Management. Tata McGraw Hill Publication.
3. Reilly, F., & Brown, K. Investment Analysis and Portfolio Management. Cengage Learning.
4. Talwar, S. Security Analysis and Portfolio Management. Cengage Publication.
5. Luen Berger D. Investment Science, Oxford University Press.
6. Ranganatham. Security Analysis and Portfolio Management, Pearson Education.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	1	1	1	2	1	1	1	2	2	2	1	1	1
CO2	3	3	3	3	2	2	2	1	2	3	3	3	3	2
CO3	3	3	3	3	2	2	2	1	2	2	3	3	3	2
CO4	3	3	3	3	2	2	2	1	2	2	3	3	3	2
CO5	3	3	3	3	3	3	2	2	3	3	3	3	3	3
CO6	3	3	3	3	3	3	2	2	3	3	3	3	3	3

Where 3= High, 2= Moderate, 1= Low

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

HUMAN RESOURCE MANAGEMENT

Course Code: MFM-112

L-3 Credits-3

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

Course Outcomes (COs)

CO1: Explain the scope and strategic significance of the Human Resources Management function, discuss and differentiate between various models of HRM.

CO2: Apply the methods and techniques of human resources planning, job design, recruitment, selection and onboarding.

CO3: Develop performance management systems integrating performance appraisal, training and development, reward and recognition and other initiatives to create a high performance culture in organizations.

CO4: Evaluate Human Resources Management Systems and employ Human Resource Information Systems and data driven approach to improve the HR processes.

CO5: Identify contemporary issues and challenges in managing increasing diversity of workforce and apply the concepts of inclusion, employee engagement, positive psychology etc for promoting inclusive work spaces and enhancing employee engagement through positive employee experiences.

Course Contents

Unit I

Introduction to Human Resource Management: Concept of Human Resource Management, Nature, Scope, Functions of Human Resource Management (HRM), various Models of HRM, merits and demerits of different HRM models, Roles of Human Resource managers, Responsibilities of Human Resource managers. **(6 Hours)**

Unit II

Human Resource Planning: Forecasting demand and supply of manpower, techniques of forecasting, Analysis of work, Designing Jobs – Job Analysis – job description and job specification, Job Evaluation – definition, objectives and methods.

HR Processes: Recruitment, Selection, Induction, Socialization. Recent Developments/ Emerging Trends in HR, Use of Digital Tools by HR managers, Competency based selection.

(16 Hours)

Unit III

Development and Career Management: Training and Development-scope Importance, Types of training, Difference between raining and development, E-Learning, Development of Employees in Organization, Performance Appraisal & Performance Management – Definition

Objective, Importance, Appraisal Process and Appraisal Methods, Employee Empowerment and Engagement.

(10 Hours)

Unit IV

Contemporary Issues in HR: Work Life Balance – definition, importance and challenges, Human Resource Information Systems – definition, importance and scope, Happiness at work, Managing Protean career, moonlighting phenomenon, Managing Workforce Diversity – concept, benefits and challenges.

(10 Hours)

Suggested Reading: (Latest Editions)

1. Dessler G. and Varkkey, B., Human Resource Management, Pearson Education
2. Denisi A. et al., HR: A South Asian Perspective, Cengage Learning
3. Ivancevich J.M., Human Resource Management, McGraw Hill Education
4. Aswathappa, Human Resource Management, McGraw Hill Education
5. Mathis et al., Human Resource Management: South Asian Perspective, Cengage Learning
6. Mondy W., Human Resource Management, Pearson Education

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

MINOR PROJECT

Course Code: MFM 114

Credits-4

The Project must focus on the application of management concepts, management theory or techniques studied in the first and second semester to understand and address an organizational or social issue or challenge. The project may be based on secondary or primary sources of data. On completion of the project students are required to submit a project report.

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

PROFESSIONAL SKILL DEVELOPMENT (NUES)

Course Code: MFM 116

L-2 T-2, Credits-3

Objective: The course is designed to equip students with life skills such that they not only develop a holistic personality but, are also equipped to lead in the face of contemporary challenges. The students will be exposed to various techniques that help in self-management and effectively relating to others. The objective is to equip them with the requisite soft skills for smooth campus to corporate transition and enhance their digital readiness.

Course Outcomes (COs)

CO1: To recognize, identify and foster self-capabilities for corporate readiness

CO2: Develop life skills such as communication, cooperation, teamwork, and resilience

CO3: Develop understanding of appropriate conduct in professional environment

CO4: Develop corporate character and holistic personality

Course Contents

Unit I

Life Skills: understanding oneself (core self-evaluation, values, ethics, personality assessment), stress management, building positive mindset, time management, work life balance, Exercises on personality development and mindfulness. **(10 Hours)**

Unit II

Relating to others: Interpersonal relationship assessment, management and transactional analysis, social intelligence, Johari window, Conflict management, Exercise on relationship management and active listening. **(11 Hours)**

Unit III

Campus to Corporate: Success at group discussion, Resume writing and feedback on resumes, Success in personal interviews, Public speaking and extempore. **(11 Hours)**

Unit IV

Job Readiness: Introduction to analytics using spreadsheets, Introduction to Data Visualization, Simulation exercises through online platforms, Dream job analysis. **(10 Hours)**

Suggested Readings: (Latest Editions)

1. Wadkar A., Life Skills for Success, Sage Publications
2. Joshi G., Campus to Corporate: Tour Roadmap to Employability, Sage Publications
3. Daniel, K, Thinking Fast and Slow, Pengu Psychology.
4. Covey S. R., The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change, Simon and Schuster.
5. Berne E., Games People Play: The Basic Handbook of Transactional Analysis, Tantor eBooks.
6. Narayana D., Ranjan S., Tyagi N., Basic Computational Techniques for Data Analysis: An Exploration in MS Excel, Sage Publications

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

MOOCS/Open Elective

Course Code: MFM 118

Credits: 3

To remove rigid boundaries and facilitate new possibilities for learners in education system, study webs of active learning for young aspiring minds is India's Nation Massive Open Online Course (MOOC) platform. Massive Open Online Courses (MOOCs) are online courses which are designed to achieve the three cardinal principles of India's education policy: Access, Equity and Quality. MOOCs provide an affordable and flexible way to learn new skills, career development, changing careers, supplemental learning, lifelong learning, corporate eLearning & and deliver quality educational experiences at scale and more.

A student is required to earn 3 credits by completing quality –assured MOOC programme offered on the SWAYAM portal or any other online educational platform approved by the UGC / regulatory body from time to time at PG level. Successful Completion certificate should be submitted to respective institute for earning the course credit.

Alternatively, student can pursue any course offered in the campus at PG level with due intimation to the Program Coordinator/Dean/Director of the School/College.



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) based on 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 based on 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:

Outstanding

A

Good

B

Satisfactory

C

Unsatisfactory

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?

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 DERIVATIVES

Course Code: MFM-203

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 Outcomes (COs)

CO1: Demonstrate an understanding of pricing forwards, futures, and options contracts.

CO2: Describe and explain the fundamental features of a range of key financial derivative instruments

CO3: Manage financial risk using derivative securities.

CO4: Apply their knowledge of derivatives in solving problems involving financial risks including

foreign exchange risk, interest rate risk, credit risk and portfolio risks

CO5: Elucidate trading strategies using option derivatives

Course Contents

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.

(10 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. Hedging strategies using futures: Short hedge and long hedge and using futures, Optimal Hedge Ratio.

(10 Hours)

Unit III

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.

(10 Hours)

Unit IV

Swap Contracts and Regulatory Framework for Derivatives: introduction to swaps, interest rate swaps, currency swaps, mechanics of swap – interest rate swap and currency swaps, Regulation of Financial Derivatives in India. **(12 Hours)**

Suggested Readings: (Latest Editions)

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

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	3	3	1	1	1	3	2	3	3	2	2
CO2	3	3	2	3	3	1	1	1	3	2	3	3	2	2
CO3	3	3	3	3	3	2	1	1	3	3	3	3	2	2
CO4	3	3	3	3	3	2	1	1	3	3	3	3	2	3
CO5	2	3	3	2	3	2	1	1	2	3	2	3	1	2

Where 3= High, 2= Moderate, 1= Low

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

FINANCIAL MARKETS AND INSTITUTIONS

Course Code: MFM-205

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.

Course Outcomes (COs)

CO1: Recognize and explain the interrelationship of economic, commerce, financial markets and strategies for corporate decision-making.

CO2: Analyze the impact of market behavior, and regulatory policies on decision-making of companies

CO3: Formulate investment strategies for short- and/or long-term returns.

CO4: Support entrepreneurial ventures as investment consultants, advisors and investment bankers

Course Content

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, committees, functions of a bank, products, assets and liabilities of banks, Non-performing assets, growth and performance of Indian banking sector, shadow banking, Fintech, digital currency, CBDC, E-banking, payment banks, financial inclusion, role and scope of payment banks, risks in banking-operational risk, credit risk, liquidity risk, financial stability, monetary policy, recent trends in banking sector. **(12 Hours)**

Unit III

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

Unit IV

Financial Services: Merchant banking, Venture capital and private equity, Factoring & Forfeiting, Credit rating agencies, Underwriting, Portfolio management, Project financing, Stock brokerage services, leasing and Hire-purchase, Recent developments. **(10 Hours)**

Suggested Readings: (Latest Editions)

1. Mishkin, F. S., & Eakins, S. Financial Markets and Institutions. Pearson Education.
2. Bharti Pathak. Indian Financial System. Pearson Education.
3. Bhasin, N. Financial Institutions & Financial Markets in India: Functioning & Reforms. New Century Publications.
4. Fabozzi., F. J. Bond Markets Analysis and Strategies. Pearson Education.
5. Khan, M. Y. Indian Financial System. McGraw Hill Education.
6. Krishnamurti, C. Mergers, Acquisition and Corporate Restructuring, Sage Publications.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	2	2	2	1	1	1	2	3	3	1	2	1
CO2	3	2	2	2	2	1	1	1	2	3	3	1	2	1
CO3	3	2	2	2	2	1	1	1	2	3	3	2	2	2
CO4	2	2	2	2	2	2	2	2	3	3	3	2	2	3

Where 3= High, 2= Moderate, 1= Low

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

ENTREPRENEURSHIP DEVELOPMENT & START-UP

Course Code: MFM-207

L - 3, Credits - 3

Objectives: The course aims at instituting entrepreneurship skills in the students by giving an overview of who the entrepreneurs are and what competencies are needed to become an entrepreneur. It helps in grasping entrepreneurship based on 3S model of stimulate, sustain and support so that spirits of entrepreneurship can be inculcated among the students' participants.

Course Outcomes (COs)

CO1: Discern distinct entrepreneurial traits

CO2: Know the parameters to assess opportunities and constraints for new business ideas and understand the systematic process to select and screen a business idea

CO3: Understand the regulatory framework for starting an enterprise.

CO4: Understand the role of various agencies in promoting and managing the business.

CO5: Appreciate and gather information about different opportunities and successful growth stories.

Course Contents

Unit I

Entrepreneurship: Concept, Definition, Historical perspective of Entrepreneurship, Evolution of Entrepreneurship in India, AtmaNirbhar Bharat, Characteristics of Entrepreneur, Myths about Entrepreneurship, Entrepreneurship & Economic Development. Factors Affecting Entrepreneurial Growth, Economic & Non-Economic Factors, Classification & Types of Entrepreneurs, Entrepreneurial Competencies, Barrier in the path of Entrepreneur, EDP Programmes, Entrepreneurial Training, Traits / Qualities of an Entrepreneur, Manager vs Entrepreneur.

(12 Hours)

Unit II

Opportunity/Identification & Product Selection: Identification of Pain Points, Entrepreneurial Opportunity Search & Identification, Sources of Information, Idea Generation, Idea Screening, Criteria to select a product, Conducting feasibility studies, Product Feasibility, Industry Feasibility, Organizational Feasibility, Marketing feasibility, Technical feasibility, Financial feasibility, HR feasibility, Business plan formation, Format of business plan with practical example, Project report preparation, Specimen of project report.

(10 Hours)

Unit III

Enterprise Launching Formalities: Definition of small scale as per MSMED act 2006, Rational, objectives, scope, steps involved in starting enterprises, SME registration, NOC from pollution board, Machinery and equipment selections, Role of SME in economic development of India, Project planning and scheduling using networking techniques of PERT/CPM, Method of project appraisal.

(8 Hours)

Unit IV

Role of Support Institution and Management of Small Industries: Role of Support Institutions: Director of Industries, DIC, SIDO, SIDBI, SIDC, SISI, NSIC, NISBUD, SFC, Role

of Marketing Management, Production Management, Financial Management, Human Resource Management & Export Marketing. Women's entrepreneurship, Strategies for the development of Women Entrepreneurs, Institutions supporting Women Entrepreneurs in India, Special Banks Scheme's promoting Women's Entrepreneurship, Rural Entrepreneurship, Problems of rural entrepreneurship, How to develop rural entrepreneurship, NGOs and rural entrepreneurship.

(12 Hours)

Suggested Readings: (Latest Editions)

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

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	1	1	1	1	2	1	3	2	1	1	1	1	1
CO2	2	2	2	3	3	2	2	2	2	3	2	2	2	2
CO3	3	2	2	2	2	1	3	1	1	2	2	1	1	1
CO4	3	3	3	3	3	2	3	2	2	3	3	2	2	2
CO5	2	2	2	2	2	2	3	2	3	2	2	1	2	2

Where 3= High, 2= Moderate, 1= Low

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

STRATEGIC FINANCIAL MANAGEMENT

Course Code: MFM 209

L-3, Credits-3

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

Course Outcomes (COs)

CO1: Explain how financial management relates to general corporate policy.

CO2: Assess and analyse risk in the decision-making process

CO3: Develop a strategic perspective to financial decision-making

CO4: Develop ability to analyse financial data and enhance decision making.

CO5: Evaluate real world issues and problems faced by the financial manager in selecting appropriate financial techniques.

Course Contents

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.

(12 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.

(10 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.

(10 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.

(10 Hours)

Suggested Readings: (Latest Editions)

1. Chandra P., Strategic Financial Management, McGrawHill Education.
2. Copeland T.E., Weston J.F., Financial Theory and Corporate Policy, Pearson Education.
3. Kaplan R. S., Cooper R., Cost & Effect: Using Integrated Cost Systems to Drive Profitability and Performance, Harvard Business Press.
4. Khan M.Y., Jain P.K., Management Accounting-Text, Problems and Cases, Mc GrawHill 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

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	1	1	2	2	1	3	1	2	3	2	2	2	2
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CO3	3	3	3	3	3	2	3	1	2	3	2	2	2	3
CO4	3	3	3	3	3	3	1	1	2	3	2	3	3	3
CO5	3	3	3	3	3	2	3	1	3	3	3	3	3	3

Where 3= High, 2= Moderate, 1= Low

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

Business Analytics

Course Code: MFM-211

L – 2, Credits – 2

Objective: The availability of large data in the organizations are compelling them find patterns in them for better decision making. This course will help the students to analyze the data using data exploration and modeling techniques

Course Outcomes (COs)

CO1: Identify and describe business problems in terms of analytical models.

CO2: Apply appropriate analytical methods to find solutions to business problems that achieve stated objectives.

CO3: Understand PCA and methodologies relevant to predicting business outcomes.

CO4: Apply appropriate modelling and forecasting techniques to business

CO5: Translate results of business analytic projects into effective courses of action.

Course Contents:

Unit I:

Understanding Business Analytics: Importance of data in business, Framework of business analytics, Basics of R Programming-Basics of R, Introduction to R libraries, Data structures and data types in R, Operators, control structures and functions in R, Lists and data frames

(12 Hours)

Unit II:

Data Preparation: Treatment of missing values, Identification of outliers and Erroneous data, Data Visualization Techniques, Dimension Reduction Techniques- Principal Component Analysis.

(8

Hours)

Unit III:

Supervised Learning-Regression: Simple, multiple and logistic regression, K Nearest Neighbors (KNN) Unsupervised learning- Clustering analysis, Association Rule Learning

(12 Hours)

Unit IV:

Time Series Analysis and Forecasting: Time series patterns, forecast accuracy, moving averages and exponential smoothing, using regression analysis for forecasting

(10 Hours)

Suggested Readings: (Latest Editions)

1. Kumar UD, Business Analytics, Wiley Publications
2. Acharya S., Data Analytics Using R, McGraw Hill
3. Sandip R, R for Beginners, McGraw Hill
4. PandyaK, Joshi P and Bulsari S Statistical Analysis in simple Steps Using R, Sage Publication India Pvt. Ltd.
5. Banerjee. T and Banerjee. A, Business Analytics: Text and Cases, Sage Publication India Pvt. Ltd
6. Prasad RN and Acharya S Fundamentals of Business Analytics, Wiley, India

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4	PSO5
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CO2	3	3	2	2	3	3	2	1	3	2	2	3	2	2
CO3	3	2	2	3	3	3	1	1	2	2	1	3	2	2
CO4	3	3	3	3	3	3	2	1	3	2	2	3	3	2
CO5	3	3	3	2	3	3	2	1	2	2	2	3	3	2

Where 3= High, 2= Moderate, 1= Low

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

MOOCS/OPEN ELECTIVE

Course Code: MFM 213

Credits: 3

To remove rigid boundaries and facilitate new possibilities for learners in education system, study webs of active learning for young aspiring minds is India's Nation Massive Open Online Course (MOOC) platform. Massive Open Online Courses (MOOCs) are online courses which are designed to achieve the three cardinal principles of India's education policy: Access, Equity and Quality. MOOCs provide an affordable and flexible way to learn new skills, career development, changing careers, supplemental learning, lifelong learning, corporate eLearning & and deliver quality educational experiences at scale and more.

A student is required to earn 3 credits by completing quality –assured MOOC programme offered on the SWAYAM portal or any other online educational platform approved by the UGC / regulatory body from time to time at PG level. Successful Completion Certificate should be submitted to respective institute for earning the course credit.

Alternatively, student can pursue any course offered in the campus by any USS/College at PG level with due intimation to the Program Coordinator/Dean /Director of the School/College.

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

MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING

Course Code: MFM-215

L - 3, Credits - 3

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, Acquisition and corporate restructuring are implemented.

Course Outcomes (COs)

- CO1:** Explain the rationale behind the use of mergers and acquisitions strategies by a firm's managers and understanding the key pitfalls and suggestions for ensuring the long-term success.
- CO2:** Understand the concepts and principles of financial valuation and negotiation in relation to managerial decision-making.
- CO3:** Apply industry-accepted valuation methods (DCF, relative valuation etc.) to analyze international merger, acquisition, and related transactions.
- CO4:** Utilize appropriate negotiation and persuasion techniques for a given negotiation situation to achieve desired outcomes.
- CO5:** Work as part of an effective team to prepare a financial valuation and a negotiation plan.

Course Contents

Unit I

Meaning of Corporate Restructuring: Needs, scope, modes of restructuring, Indian and global scenario, Strategies of Mergers & acquisitions-Takeovers, Disinvestments, Strategic alliances, Demerger and hive offs, Slump sale, Asset sale, Reserve demerger, Concepts, modes, regulatory, tax, accounting aspects. **(10 Hours)**

Unit II

Merger and Amalgamation: Meaning, AS 14, pooling of interest method, purchase method, treatment of goodwill and capital reserve, Purchase consideration, inter companies' holdings accounting and tax aspects, Legal Aspects of Mergers/ amalgamation and Acquisition: Provisions of Companies Act. **(10 Hours)**

Unit III

Takeovers & Internal Reconstruction: Meaning, types of takeovers, legal aspects, SEBI regulations, financial accounting and tax aspects, stamp duty, payment of consideration, bailout takeovers, takeover of sick units. Financial restructuring-Reorganization of share capital, Internal Reconstruction, accounting, financial and tax aspects.

(10 Hours)

Unit IV

Approaches to Valuation: Valuation of Shares, Valuation of Business, Valuation of Intangibles, Valuing Private Companies, Valuing firms with Negative Earnings, Valuing start-up firms, Value enhancement: A discounted cash flow Valuation framework, EVA, CFROI and other tools.

(12 Hours)

Suggested Readings: (Latest Editions)

1. Gaughan P. A., Mergers Acquisitions and Corporate Restructurings, Wiley India.
2. Weston J. F., Mitchell, Mulherin, Salwan, Takeovers, Restructuring and Corporate Governance, Pearson Education.
3. Depamphilis D., Mergers Acquisitions and Other Restructuring Activities, Academic Press Advanced Finance Series, Elsevier Incorporation.
4. Sundarsanam, Creating Value from Mergers and Acquisitions, Pearson Education.
5. Ramanujan S., Mergers: The New Dimensions for Corporate Restructuring, Mc Graw Hill Education.
6. Prasad G. G., Mergers, Acquisitions and Corporate Restructuring, Vikas Publishing House.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	1	2	2	2	1	2	1	1	3	2	1	1	2
CO2	3	2	1	1	1	1	1	1	1	3	2	1	1	2
CO3	3	3	3	3	3	2	2	1	2	3	2	2	2	2
CO4	3	3	3	3	2	1	2	3	3	3	3	2	2	2
CO5	3	3	3	3	3	2	3	3	3	3	3	2	2	2

Where 3= High, 2= Moderate, 1= Low

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

INTERNATIONAL FINANCIAL MANAGEMENT

Course Code: MFM-217

L - 3, Credits - 3

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

Course Outcomes (COs)

- CO1:** Gain insights into the theoretical and practical knowledge required for the management of financial and investment functions of multinational corporations.
- CO2:** Analyse, apply, and evaluate information within the global financial environment of foreign exchange to solve problems and make informed decisions.
- CO3:** Demonstrate the understanding of international financial theory and its applications
- CO4:** Demonstrate an integrative understanding of the foreign exchange market and the relationships between interest rates, spot and forward rates and expected inflation rates.
- CO5:** Develop a frame of reference to identify, evaluate, and solve problems pertaining to international finance under various conditions.

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: (Latest Editions)

1. Bhalla V. K., International Financial Management, Anmol Publications Pvt. Ltd.
2. Siddaiah, International Financial Management, Pearson Education.
3. Apte P.G., International Financial Management, Tata McGraw-Hill.
4. Vij M., International Financial Management, Excel Books.
5. Shapiro, Multinational Financial Management, Prentice- Hall
6. Sharan V., International Financial Management, Prentice- Hall.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	2	3	2	1	2	1	2	2	3	1	2	3
CO2	3	3	3	3	3	2	2	1	2	3	3	3	3	3
CO3	3	3	3	3	3	2	2	1	3	3	3	3	2	3
CO4	3	3	3	3	3	2	2	1	3	3	3	3	3	3
CO5	3	3	3	3	3	2	2	2	3	3	3	3	3	3

Where 3= High, 2= Moderate, 1= Low

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

VENTURE CAPITAL AND INVESTMENT BANKING

Course Code: MFM 219

L-3, Credits-3

Objective: The course aims to acquaint students with the required theoretical and conceptual tools applied in investment banking and comprehensive understanding of venture capital as a form of financing small, early stage, emerging firms that are deemed to have high growth potential. It will also expose students to private equity, hedge funds and trading operations and, the role of each in facilitating investment.

Course Outcomes (COs)

CO1: To acquaint students with the required theoretical and conceptual tools applied in investment banking.

CO2: To make students understand the regulatory framework used in the investment banking process and financial analysis.

CO3: To develop comprehensive understanding of venture capital as a form of financing for multi sized firms that are deemed to have high growth potential.

CO4: To help students understand the business practices of private equity, hedge funds and trading operations.

CO5: To delve an understanding of venture capital funding process.

Course Content

Unit I:

Investment Banking: Concept and definitions, Merchant Banking, Functions of an Investment Banker, Evolution of Investment Banks in India, constraints of Investment Banking, characteristics and structure of Indian Investment Banking Industry, Business portfolio of contemporary Investment Banks, Service Portfolio of Indian Investment Banks, Allied Services-Asset Management, Mutual Funds, Hedge Funds, Private Equity Funds, Security Business. Regulation of Investment Banking Business in India, Dark sides of Investment Banking, Investment Banks: Future ahead.

(12 Hours)

Unit II:

Public Offers: Types, listing decisions, follow on public offer, regulatory framework for public offers, provisions of ICDR regulations on public offer, provisions of company Act, statutory requirements under SCRA and SCR rules, Role of merchant, Banker as issue manager, IPO/FPO fixing, preparing offer document, disclosures, process overview of IPVS, Right offers, public issue of Debt securities, statutory framework for debt issue, SEBI listing of debt regulations. Underwriting: Meaning, Development and Regulatory framework.

(10 Hours)

Unit III:

Private equity and Venture Capital in the Financial System: Role in economy, market trends, Competitive models of private equity and venture capital: angels and informal investors,

incubators, start up financier, closed-end funds, merchant banks, venture funds, Regulatory and Legal issues, functioning of private equity: management fee and carried interest, managers and investors.

(10 Hours)

Unit IV:

Legal and Fiscal Issues for Venture Capital Investment Schemes: Closed-end fund, venture capital fund, Sbic, VCT, angel investing, Management of a private equity and venture capital fund, Introduction to different categories of investment: new ventures, start up, young firms, high potential firms, family owned firms and turnaround involved companies, Value chain of investing in firms, valuation of target company: evaluation and management of Deal, Management issues: managing the single investment, funding process, managing the portfolio of investments, exit way process.

(10 Hours)

Suggested Readings: (Latest Editions)

1. Knee J., The Accidental Investment Banker, Oxford University Press reprint.
2. Giri S. P., Investment Banking: Concept, Analysis and Cases, Tata Mac Graw Hills Education Pvt. Ltd.
3. Pignataro P., Financial Modeling & Valuation: A Practical amide to Investment Banking and Private Equity, Wiley Finance.
4. Stowell D., Investment Banks, Hedge Funds and Private Equity, Academic Press (Elsevier).
5. Ramsinghani M., The Business of Venture Capital: The Art of Raising a Fund, Structuring Investments, Portfolio Management and Exits Wiley Finance.
6. Ramsinghani M., The Business of Venture Capital: Insights from Leading Practitioners on the Art of Raising a Fund, Deal Structuring, Value Creation, and Exit Strategies, Wiley Finance

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	1	2	2	2	1	1	2	2	2	1	1	2
CO2	2	2	2	2	2	2	3	1	3	2	2	2	2	2
CO3	3	2	2	2	2	1	2	1	2	3	3	2	2	2
CO4	3	2	2	2	2	2	2	1	3	2	2	3	2	3
CO5	3	2	2	2	2	2	2	1	3	2	2	3	2	2

Where 3= High, 2= Moderate, 1= Low

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

FINANCIAL ECONOMETRICS

Course Code: MFM-221

L - 3, Credits - 3

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 Outcomes (COs)

CO1: Explain various assumptions, concepts, principles, and methodologies underlying time series

models for financial data.

CO2: Apply financial econometric tools to modelling, estimation, inference and forecasting of financial data.

CO3: Identify and assess various macro-economic variables affecting business.

CO4: Formulate economic and business interactions in analytical terms and analyses them using tools provided by the theory.

CO5: Assessing financial decisions using econometrics techniques

Course Contents

Unit I

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 II

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.

(12 Hours)

Unit III

Fundamentals of Forecasting Financial Time Series: Nature and Uses of Forecasting- Forecasting Methods: Qualitative and Quantitative methods–Steps involved in Stochastic Model building –Stationary Time Series, properties, Random Walk Model, Unit Roots, Tests of Stationarity. **(10 Hours)**

Unit IV

Financial Modelling: Financial forecasting with AR, MA and ARMA models, Box Jenkins methodology for ARIMA models, Modelling Financial Volatility: ARCH, GARCH, EGARCH and TGARCH models. **(10**

Hours)

Suggested Readings: (Latest Editions)

1. Dougherty, C. Introduction to Econometrics. Oxford University.
2. Gujrati, D. N. Basic Econometrics. Mc GrawHill Education.

3. Studenmund. Using Econometrics, A Practical Guide. Pearson Education.
4. Wooldridge, J. Introductory Econometrics - A Modern Approach. Cengage Learning Pvt. Ltd.
5. Gourieroux C., Jasiak J., Financial Econometrics: Problems, Models, and Methods, Princeton University Press
6. Wang P., Financial Econometrics, Routledge

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	2	2	3	1	1	2	2	2	3	2	2
CO2	3	3	3	3	3	3	1	1	3	3	3	3	3	3
CO3	3	2	2	2	2	2	2	1	2	2	2	1	1	2
CO4	3	3	2	2	3	3	2	1	3	3	3	3	3	3
CO5	3	3	2	3	3	3	2	2	2	3	3	3	3	3

Where 3= High, 2= Moderate, 1= Low

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

DATA VISUALIZATION FOR DECISION MAKING

Course Code: MFM 223

L - 3, Credits – 3

Objective: The course provides an introduction as well as hands-on experience in Data Visualization. It introduces students to design principles for creating meaningful displays of quantitative and qualitative data to facilitate managerial decision-making.

Course Outcomes (COs)

CO1: Design and create data visualizations.

CO2: Conduct exploratory data analysis using visualization and craft visual presentations of data for effective communication.

CO3: Design and evaluate color palettes for visualization based on principles of perception.

CO4: Identify opportunities for application of data visualization in various domains.

CO5: Critique existing visualizations based on data visualization theory and principles.

Course Contents

Unit-I

Introduction to Data Visualization: Data visualization and its need, History of data visualization, Introduction to Tableau/latest visualization tool, importing data, connecting to external sources, interface overview, creativity sheets and dashboard, Design Fundamentals, Design principles colours.
(12 Hours)

Unit-II

Data Modelling Fundamentals for Analytics: Creating data set for analysis, selecting data for Key Performance Indicators, Storytelling with data: Main approaches to storytelling with data, Dashboards vs. Storyboards vs. Infographics, Designing Data for the user, the dwell rules for actionable visualizations.

Advanced Tableau/visualization Topics: Interactive visualization features, actions and filters, calculated measures, data blending, joins and custom queries, custom shape files. **(10 Hours)**

Unit-III

Infographics and Other Visualizations: Common visualization using Tableau/ latest Tool: Bar chart, Pie-chart and Coxcomb Plot, Geocoding and Mapping, Advanced Chart Types, Custom Colour Palettes, Web Map Service (WMS) Server, R Integration. Making Maps, Visualizing Tree, Data Reduction, Histograms, Aggregating Data, Cross-Filtering of Data.

(10 Hours)

Unit-IV

Business Alignment and Leadership: Social aspects of visualization, Decision making using visualization: Creating a vision and alignment among stakeholders, Trends in data visualization and other tools. Introduction to Art and visual language, Composition and Space, Perception of motion, Scale and Proportion, Line as a visual element, Visual harmony and balance as a rule, Colour Combination, Value and Texture, Visual Analysis, and conclusion.

(10 Hours)

Suggested Readings: (Latest Editions)

1. Wilke, O, Claus, Fundamentals of Data Visualization: A Primer on Making Informative and Compelling Figures, O' Reilly.
2. Tufte, R. Edward, The Visual Display of Quantitative Information, Graphics Press
3. Few Stephen, Information Dashboard Design: Displaying Data for At-a-Glance Monitoring, Analytics Press
4. Yau Nathan, Visualize This: The Flowing Data Guide to Design, Visualizations and Statistics, Wiley Publications.
5. Munzner Tamara, Visualization Analysis & Design, O' Reilly Media.
6. Milligan N. Joshua, Learning Tableau: Tools for Business Intelligence, Data Prep., & Visual Analytics, Packt Publishing Ltd.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	1	2	2	3	1	2	2	1	2	3	2	2
CO2	2	2	2	2	2	3	1	2	2	1	1	3	2	2
CO3	2	2	2	1	2	3	1	2	2	1	2	2	2	1
CO4	3	3	2	2	3	3	1	2	2	1	2	3	2	2
CO5	3	3	3	3	3	3	2	2	2	1	2	3	2	3

Where 3= High, 2= Moderate, 1= Low

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

FIXED INCOME SECURITIES

Course Code: MFM 225

L-3 Credits:3

Objective: The course deals with fixed income securities market and aims to enable the students to analyze debt securities market and instruments, pricing and risks associated. The students should be encouraged to use MS-Excel extensively for better understanding and interpretation of the subject.

Course Outcomes (COs)

- CO1:** Acquaint with the principles and practices of investing in the instruments of fixed income securities.
- CO2:** Assess the returns and risks of fixed income investments and formulate strategies to invest in fixed income securities
- CO3:** Enable to analyze debt securities market and instruments, pricing and risks associated.
- CO4:** Enhance the understanding of real-life investment decisions.
- CO5:** Comprehend investment decisions with real life situations

Course Contents:

Unit I:

Introduction to Fixed Income Securities: Overview of Fixed Income Securities- Basic Features of a Bond and Modifications, Risks of Investing in Bonds, Participants in Debt Market, Instruments in Fixed Income Securities Market-Central Government Securities- Auction and Bidding, Winners Curse Analysis, T-Bills, State Government Bonds, Call Money Market, Commercial Paper, Repo Instruments- Valuation, Credit Rating, Asset Backed Securities, Securitization Process, Sectoral Reforms and contemporary issues. **(10 Hours)**

Unit II:

Fixed Income Valuation: Pricing of Bonds, Prices and Yields- Flat Price, Full Price, Accrued Interest, Conventional Yield Measures, Portfolio Yield, Total Return and its Applications. **(8 Hours)**

Unit III:

Bond Price Volatility: Price Volatility, Characteristics of Bonds, Measures of Bond Price Volatility- Price Value of Basis Point, Yield Value of Price Change, Duration- Properties, Modified Duration, Macaulay Duration, Portfolio Duration, Convexity. **(10 Hours)**

Unit IV:

Term Structure of Interest Rates: Benchmark Spread, Term Structure of Interest Rates- Yield Curve, Yield Curve Building- Bootstrapping, Spot and Forward Rates (Nelson- Seigel Model), Theories of Term Structure of Interest Rates, Fixed Income Derivatives- FRA's, Interest Rate Swaps, Interest Rate Futures, Interest Rate Options, Bond Portfolio Management Strategies- Bond Benchmark Based Strategies, Liability Driven Strategies, Absolute Return Strategies. **(14 Hours)**

Suggested Readings: (Latest Editions)

1. Dun, Bradstreet, Fixed Income Securities, Tata McGraw Hill.

2. Fabozzi F. J., Bond Markets, Analysis and Strategies, Pearson Education.
3. Fabozzi F. J., Mann S., The handbook of Fixed Income Securities, New Delhi, McGraw Hill.
4. Pettit B., Pinto J., Pirie W., Fixed Income Analysis. Wiley
5. Choudhry M., Fixed-Income Securities and Derivatives Handbook: Analysis and Valuation, Wiley
6. Veronesi P., Fixed Income Securities: Valuation, Risk, and Risk Management, Wiley

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	1	1	2	1	1	1	1	1	2	2	1	1	1
CO2	2	2	2	2	1	1	1	1	1	2	2	1	1	2
CO3	2	2	2	2	2	2	1	1	2	2	2	2	2	2
CO4	3	2	2	2	2	2	1	1	2	2	2	2	2	2
CO5	3	3	3	3	2	2	2	1	2	3	3	3	2	2

Where 3= High, 2= Moderate, 1= Low

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

BUSINESS ANALYTICS LAB.

Course Code: MFM-227

L -2 , Credits:1

Objective: To make the students apply information systems in different functional areas of business.

Course Outcomes (COs)

CO1: Able to understand basics of R software.

CO2: Apply data preparation techniques to clean and screen data.

CO3: Understand various analytical and methodologies to solve business problems.

Course Contents

Lab will be based on Paper **MFM-211** and will basically cover the following: Basic of R, installation, vectors, matrices, data frames and data preparation. In addition, the students are required to work on Spreadsheet exercises for basic operations and using data analysis tools such as principal component analysis, regression, K Nearest Neighbors (KNN) Unsupervised learning- Clustering analysis, Association Rule Learning etc.

Students are required to maintain a record of all the exercises done by them in a Lab file duly signed by the faculty.

Note: The programmes must be taught to the students using latest software such as R.



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 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 based on 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 based on 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 (MBA)

PROJECT MANAGEMENT

Course Code: MFM-204

L - 3, Credits - 3

Objective: Projects are non-recurring activities requiring a different set of skill for planning as compared to regular and operative activities. The course is aimed at developing understanding of project activities and relevant skills.

Course Outcomes (COs)

CO1: Identify various investment opportunities and project ideas.

CO2: Understand the alignment of a project to the organization's strategic plans.

CO3: Identify project goals, resource requirements and constraints.

CO4: Implement project management tools and techniques.

CO5: Evaluate real world issues and problems faced by the project manager.

Course Contents

Unit I

Project Identification Analysis: Capital Investment- need, types, phases of capital budgeting, Generation and Screening of Project Ideas- corporate appraisal, monitoring the environment and identifying investment opportunities, scouting the project ideas and project rating.

(10 Hours)

Unit II

Market and Technical Analysis: Market and Demand Analysis–Market Survey, Demand Forecasting, Uncertainties in Demand Forecasting, Technical Analysis- Product Mix, Plant Capacity, Materials and Inputs, Machinery and Equipment.

Project Costing and Finance: Cost of project, Cost of production, Break Even Analysis, Means of Financing Project, Tax Aspects in Project Finance, Role of Financial Institution in Project Finance.

(10 Hours)

Unit III

Project Appraisal: Time Value of Money, Project Appraisal Techniques–Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Benefit Cost Ratio, Social Cost Benefit Analysis, Effective Rate of Return.

Risk Analysis: Project Risk Analysis- types of Risk, Risk adjusted discount rate method, certainty equivalent coefficient method, sensitivity analysis, decision tree analysis. Weighted average cost of capital (WACC) and its relevance in financial decision making.

(10 Hours)

Unit IV

Project Scheduling/Network Techniques in Project Management: CPM and PERT Analysis, Float Times, Crashing of Activities, Contraction of Network for Cost Optimization, Updating, Cost Analysis of Resources Allocation.

Project Management and Review: Forms of project Organization, project planning and control, human aspect of project management, pre-requisite for successful project implementation.

(12 Hours)

Suggested Readings: (Latest Editions)

1. Chandra. P. Projects: Planning, Analysis, Selection, Financing, Implementation, and Review , Tata McGraw Hill.
2. Pinto, Project Management: Achieving Competitive Advantage, Pearson Education.
3. Panneerselvam. R. and Senthil kumar. P. “Project Management”. PHI Learning Pvt. Ltd.
4. Sharma. J. K, Operations Research: Theory and Applications, Macmillan India Ltd.
5. Choudhury, S, Project Management, Tata Mc Graw Hill Publishing Company.
6. Bhavesh, M. Patel, Project Management: Strategic Financial Planning Evaluation and Control, Vikas Publishing House Pvt. Ltd.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
CO2	2	2	2	2	2	1	1	1	1	2	1	1	1	1
CO3	2	2	2	2	2	1	1	1	1	2	2	1	1	1
CO4	3	3	3	3	3	2	2	1	2	3	3	2	2	2
CO5	3	3	3	3	3	2	2	2	2	3	3	2	2	2

Where 3= High, 2= Moderate, 1= Low

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

BUSINESS VALUATION

Course Code: MFM 206

L-3, 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 Outcomes (COs)

CO1: Describe and apply the basic techniques of financial statement analysis (FSA).

CO2: Prepare and substantiate a valuation that incorporates the strategic, accounting and financing activities of a business entity.

CO3: Understand the drivers of equity multiples and value a business using equity multiples.

CO4: Understand the approaches to valuation and models associated therewith

CO5: Develop capabilities to offer advisory or consultancy services in valuation.

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: (Latest Editions)

1. Damodaran, A. Damodaran on Valuation: Security Analysis for Investment and Corporate Finance, Wiley Publications.
2. Healy, P. M. Palepu, K G. Business Analysis and Valuation, South Western College Pub.
3. Pintu, J. E., Henery, E., Robinson, Stowe, & Cohen A, Equity Asset Valuation. Wiley Publications.
4. Valentine, J. Best Practices for Equity Research Analysis, Mc Graw Hill Publications.
5. Koller T., Goedhart M., Wessels D., Valuation: Measuring and Managing the Value of Companies, Wiley

6. Gabehart S., Brinkley R., The Business Valuation Book: Proven Strategies for Measuring a Company's Value, AMACOM

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4	PSO5
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CO2	2	2	2	2	2	2	2	2	2	3	1	2	3	2
CO3	2	3	2	2	3	3	3	1	2	3	3	3	3	3
CO4	3	3	2	2	3	2	1	1	2	3	3	3	3	3
CO5	3	3	3	3	3	3	2	3	3	3	3	3	3	3

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

RISK MANAGEMENT AND INSURANCE

Course Code: MFM 208

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 Outcomes (COs)

CO1: Explain the assumptions of standard models of risk and insurance.

CO2: Identify, interpret, and evaluate the methodology in the identification, analysis and management of risks.

CO3: Demonstrate the use of standard models of risk and insurance to interpret and analyze real problems in risk and insurance.

CO4: Apply the principles and practices of risk management to develop optimum strategy for the handling of risk in an organization.

CO5: Demonstrate knowledge of common insurance policies and the industry operations.

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: (Latest Editions)

- 1 . Apostolik, & Donohue. Foundations of Financial Risk: An Overview of Financial Risk and Risk-based Financial Regulation, Wiley.
2. Hull, J. Risk Management and Financial Institutions. Wiley Finance Series.
3. Shields, G. Risk Management: The Ultimate Guide to Financial Risk Management as Applied to Corporate Finance, Bravex Publications.
4. George E. R., McNamara M. J., Principles of Risk Management and Insurance, Pearson Education
5. Gupta P. K., Insurance and Risk Management, Himalaya Publishing House
6. Panda G. S., Mahajan M., Principles and Practice of Insurance, Kalyani Publications

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4	PSO5
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CO2	2	2	2	2	2	3	1	1	2	2	2	2	2	2
CO3	3	3	3	3	3	2	2	1	2	3	2	2	2	2
CO4	3	3	3	3	3	2	2	2	2	3	3	2	2	2
CO5	3	2	2	2	2	2	2	2	2	3	3	2	2	2

Where 3= High, 2= Moderate, 1= Low

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

TREASURY AND WEALTH MANAGEMENT

Course Code: MFM 210

L-3, 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 Outcomes (COs)

CO1: Understand the role and objective of treasury operation

CO2: Manage cash flows and different types of risk

CO3: Recommend appropriate asset allocation and long-term investment strategies

CO4: Create and assess the effectiveness of retirement strategies such as superannuation funds and

self-managed superannuation funds

CO5: Develop an awareness of the ethical principles and their applications in the financial advisory industry.

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, Lifecycle 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: (Latest Editions)

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. Dun and Bradstreet. Wealth Management. McGraw Hill.
5. Mindel M. N., Slieght E. S., Wealth Management in the New Economy: Investor Strategies for Growing, Protecting and Transferring Wealth, Wiley
6. Gannon J. N., Tailored Wealth Management: Exploring the Cause and Effect of Financial Success, Palgrave Macmillan.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
CO2	2	2	2	2	2	1	1	1	1	2	2	1	2	2
CO3	3	3	3	3	3	2	2	2	2	2	2	2	2	2
CO4	3	3	3	3	3	1	1	2	2	2	2	2	2	2
CO5	2	1	1	2	2	1	3	2	3	2	3	1	1	2

Where 3= High, 2= Moderate, 1= Low

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

SUSTAINABLE FINANCE

Course Code: MFM 212

L-3, Credits-3

Objectives: The students will be in a position to integrate environmental social and governance criteria into the business and investment decisions for lasting benefit to the society at large. Other learning objectives of the course include the review of diverse case studies within different industries to understand the implications of sustainability in priority areas of economy and the way they are reshaping global markets.

Course Outcomes (COs)

CO1: Understand how markets react to the new standards of sustainable finance.

CO2: Comprehend different sustainable investment strategies.

CO3: Develop a model of sustainable financial analysis to value a financial project.

CO4: Distinguish between different types of sustainable finance products and relevant eligibility criteria.

CO5: Identify opportunities for the public and private sectors to issue green bonds and green loans.

Course Contents:

Unit I

Sustainable Development: Financial aspects of sustainable development, Sustainable finance, Alternate approaches to finance, Cases in Sustainable finance, Sustainable financial decisions, their significance and contribution to economy, Key challenges for Sustainable finance

(10 Hours)

Unit II

Sustainable Investment: Concept, meaning and process of sustainable investment, Sustainable Indices, Sustainable investment strategies, Impact Investment, Socially responsible investment, Responsible investment, Environment-Society-Governance framework, Costs and benefits of Sustainable investment, Alternative investments

(10 Hours)

Unit III

Sustainable Financial Products: Green Bonds, Carbon Credits, Social investment bonds, Sustainable real estate, Venture capital with an impact, Green buildings, Renewable energy financing, Forestry, natural resources, and agriculture,

Insurance, Climate Vulnerability and Risk, Risk management through sustainable methods, Understanding behaviour of clients.

(11 Hours)

Unit IV

Balancing between Profit and Purpose: Sustainability as business strategy, Social entrepreneurship, Microfinance, Crowdfunding, Public equities, Hedge funds, Innovation for

sustainable cause, Workforce and sustainable finance

(11 Hours)

Suggested Readings: (Latest Editions)

1. Chesney, M., Gheysens, J., & Taschini, L. Environmental Finance and Investments. Springer.
2. Krosinsky, C., & Purdom, S. Sustainable Investing: Revolutions in Theory and Practice. Routledge.
3. Schoenmaker, D., & Schramade, W. Principles of Sustainable Finance. Oxford University Press.
4. Weber, O., & Feltham, B. Sustainable Banking : Managing the Social and Environmental Impact of Financial Institutions. University of Toronto Press.
5. Thompson S., Green and Sustainable Finance: Principles and Practice, Kogan Page
6. Jeucken M., Sustainable Finance and Banking: The Financial Sector and the Future of the Planet, Routledge

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	1	2	1	1	1	1	1	1	1	1	1	1	1
CO2	2	1	1	1	1	1	2	1	1	2	2	1	1	1
CO3	3	3	3	2	2	2	1	1	1	2	2	2	2	2
CO4	3	2	2	2	2	1	2	1	1	2	2	2	1	2
CO5	2	2	2	2	2	1	2	1	1	2	2	1	1	2

Where 3= High, 2= Moderate, 1= Low

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

FINTECH

Course Code: MFM - 214

L-3 , Credit 03

Objective: The course aims at broad understanding of the recent FinTech development and its impact in finance. It aims of familiarizing the students with the technologies underlying cryptocurrencies and blockchains. It would enable them to analyze and evaluate the driving technology innovation in Finance.

Course Outcomes (COs)

CO1: Understand the forces behind technological changes in the industry and responding to innovation and disruption.

CO2: Recognize the importance of financial intermediation and the use of money in financial technology.

CO3: Explore current trends in FinTech including popular real-world blockchain applications and electronic currencies.

CO4: Demonstrate an appreciation of the role played by regulations and policies in shaping financial services delivery and financial markets.

CO5: Critically compare, contrast and evaluate the different machine learning techniques in terms of their applicability to solving problems in finance.

Course Contents

Unit I:

FinTech: Introduction, FinTech Transformation, FinTech Evolution: Infrastructure, Banks Start-ups and Emerging Markets, FinTech Typology, Emerging Economics: Opportunities and Challenges. **(08 Hours)**

Unit II:

Digital Finance, Payments, Crypto Currencies and Blockchain: Introduction to Digital Finance, Brief History of Financial Innovation, Digitization of Financial Services: Individual Payments, Mobile Money - Regulation of Mobile Money, SFMS, RTGS, NEFT, NDS Systems, Crypto Currencies, Legal and Regulatory Implications of Crypto Currencies, Blockchain, Blockchain Frameworks and Strengths.

(12 Hours)

Unit III:

FinTech Regulation and RegTech: Introduction, FinTech Regulations Evolution of RegTech, RegTech Ecosystem: Financial Institutions, Start-ups, Challenges & Regulators, Regulatory Sandboxes, Smart Regulation, Redesigning Better Financial Infrastructure. **(10 Hours)**

Unit IV:

Data & TechFin: Introduction, History of Data Regulation, Data in Financial Services, Application of Data Analytics in Finance, Methods of Data Protection and Fraud Detection, Digital Identity, AI & Governance, New Challenges of AI and Machine Learning, Data, Metadata

and Differential Privacy, Challenges of Data Regulation, Case Studies.
Hours)

(12

Suggested Readings: (Latest Editions)

1. Chishti S., and Barberis J., The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries, John Wiley.
2. Swaminathan K., Future Fintech Framework: A Vision to Simplify Understanding, Foster Innovation & Accelerate Growth in Fintech, Notion Press Publications.
3. Agustin Rubini, Fintech in a Flash: Financial Technology Made Easy, Zaccheus.
4. Lynn T., Mooney J.G., Rosati P., Cummins M., Disrupting Finance: FinTech and Strategy in the 21st Century, Palgrave.
5. Phadke S., ‘Fintech Future: The Digital DNA of Finance’, Sage Publications.
6. Abdul Rafay, ‘FinTech as a Disruptive Technology for Financial Institutions’, IGI Global

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	1	1	1	1	2	1	1	1	1	1	1	1	1
CO2	2	2	2	2	2	2	1	1	1	2	2	2	2	2
CO3	3	3	2	2	2	3	2	1	1	3	3	2	2	2
CO4	2	1	1	1	1	2	2	2	2	2	2	1	1	2
CO5	3	3	3	3	3	3	2	2	2	3	3	3	2	2

Where 3= High, 2= Moderate, 1= Low

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

BIG DATA ANALYTICS

Course Code: MFM - 216

L-2, Credits-2

Objective: The primary objective of this course is to make students understand the evolution of Big Data emanating from database and data warehouse, its competitive advantage, and tools required to manage and analyze the Big data.

Course Outcomes (COs)

CO1: Critically analyze existing Big Data datasets and implementations, taking practicality, and usefulness metrics into consideration.

CO2: Select and apply suitable statistical measures and analyses techniques of data.

CO3: Understand and demonstrate advanced knowledge of statistical data analytics as applied to Big Datasets.

CO4: Employ advanced statistical analytical skills to test assumptions and generate and present new information and insights from Big Datasets using Python.

CO5: To identify Big Data and its Business Implications, to analyze Infosphere Big Insights Big Data Recommendations and to apply Machine Learning Techniques using Python.

Course Content

Unit I

Introduction to Big Data: Concept and characteristic, Evolution Best Practices for Big data Analytics, validating – The Promotion of the Value of Big Data, Use Cases, Characteristics of Big Data Applications – Perception and Quantification of Value, Understanding Big Data Storage: A General Overview of High-Performance Architecture.

(07 Hours)

Unit II

Predictive Analytics: Simple linear regression- Multiple linear regression- Interpretation of regression coefficients. Visualizations - Visual data analysis techniques- interaction techniques - Systems and applications (Python/R or any other popular programming language) (Introductory aspects only)

(07 Hours)

Unit III

Mining Big Data using Machine Learning: Introduction to Data Mining using machine learning algorithms. Overview of Clustering: K-means clustering, Overview of Classification, Decision Trees algorithm, Evaluating a Decision Tree, Naïve Bayes Classifier. Application of algorithms in Finance and Banking.

(07 Hours)

Unit IV

Association and Recommendation System: Advanced Analytical Theory and Methods: Association Rules, Apriori Algorithm, Creation and Evaluation of Candidate Rules, Applications

of Association Recommendation System: Collaborative Recommendation, Content Based Recommendation, Knowledge Based Recommendation.

(07 Hours)

Suggested Reading: (Latest Editions)

1. EMC Education Services, “Data Science and Big Data Analytics: Discovering, Analyzing, Visualizing and Presenting Data”, Wiley publishers
2. Bart B, “Analytics in a Big Data World: The Essential Guide to Data Science and its Applications”, Wiley Publishers
3. Kim H. Pries and Dunnigan Robert, “Big Data Analytics: A Practical Guide for Managers” CRC Press
4. Dasgupta N., Practical Big Data Analytics: Hands-on Techniques to Implement Enterprise Analytics and Machine Learning using Hadoop, Spark, NoSQL and R, Packt Publishing
5. Rajaraman A., Ullman J. D., Mining of Massive Datasets, Cambridge University Press.
6. Jain V.K., Big Data & Hadoop, Khanna Publishing House.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	1	2	1	2	2	3	1	1	2	1	1	3	2	1
CO2	1	2	2	3	3	2	1	1	2	1	2	3	2	1
CO3	1	2	1	3	3	2	1	2	2	1	2	3	2	1
CO4	1	2	1	3	3	2	1	2	2	1	2	3	2	1
CO5	1	2	1	3	3	2	1	2	2	1	2	3	2	1

Where 3= High, 2= Moderate, 1= Low

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

BIG DATA ANALYTICS LAB.

Course Code : MFM 218

T/ P-2, Credits:1

Course Outcomes (COs)

CO1: Understand the characteristics of Big Data

CO2: Create directories

CO3: Implement statistical analysis on data sources

CO4: Interpret results for practical application

Lab will be based on the Paper Big Data Analytics and will basically cover the following:

1. Map Reduce
2. File management creating directories
3. Adding, deleting, retrieving files
4. Running word count
5. Predictive analysis using Python or R: Linear Regression
6. Using Machine learning algorithms k-means clustering, classification and association rules on real world problems