



**UNIVERSITY OF LUCKNOW**

**MBA (Finance & Accounting)**  
**Two Year Programme**  
**(Four Semesters)**  
**(2021-22)**

*Offered by*

**DEPARTMENT OF COMMERCE**  
**UNIVERSITY OF LUCKNOW**

# **MBA (Finance and Accounting)**

## **PROGRAMME OBJECTIVE**

- To enable the students to explore emerging areas in Accounting and interpret the basic framework of financial reporting.
- To enable the students to comprehend the framework of the Indian Financial System comprising of financial markets, institutions and services operating in the Indian economy.
- To make students understand various issues involved in business finance of a company and equip them with advanced analytical tools and techniques which can enhance their analytical ability for making sound financial decisions and policies in a company.
- To encourage the acquisition of knowledge and skills relating to the application of accounting concepts and techniques for business decisions, short-term and long-term/strategic decision-making models, cost management ideas along with budgeting and associated performance measurement practices.
- To identify, analyze and interpret indicators of financially fraudulent activity and to explain investigative processes and the nature and range of investigative techniques, and identify situations for their application.
- To acquire the ability to analyze and interpret the Advance financial Management and recommend solutions to practical problems. Understanding or grasping ability (Defining, stating, enlisting, identifying, and explaining concepts / provisions/theories/principles relating to the relevant subject area.)
- To acquaint the students with the international dimensions of accounting, foreign currency translation, transactional reporting and efforts at harmonization.
- To acquire the ability to analyze and interpret the Advance financial Management and recommend solutions to practical problems. Understanding or grasping ability (Defining, stating, enlisting, identifying, and explaining concepts/ provisions/theories/principles relating to the relevant subject area.)

## **PROGRAMME OUTCOME**

After completion of this course the students should be able to:

- Gain knowledge of new areas in the preparation and presentation of financial statements.
- Be familiar with the knowledge of funds management
- Understand the financial instruments of money and capital market.
- Identify differences between different forms of accounting—Financial, managerial and cost, the role of a Management Accountant.
- Understand the regulatory framework governing the Indian financial system.
- Identify and respond to current and emerging forms of financial fraud and can apply the knowledge of accounting and business to practical case studies involving fraudulent activity.
- Understand the concept of social accounting and responsibility accounting.

- Gain knowledge on the recent accounting practices in India as well as International Level.
- Understand role of forensic accountant and accounting treatment of fraudulent transaction.
- Explore the recent accounting practices as cloud computing
- Understand the concepts and objectives of cost accounting, various costing methods used in manufacturing and non-manufacturing concerns.
- Understanding the current digital solution in accounting
- Get an insight into the Inflation accounting which includes market fluctuation.
- Understanding the concept of accounting of Intangibles.
- Understanding of the quantitative methods for finance
- Describe the conceptual framework of financial reporting to have an understanding of components of financial statements.
- Gain understanding of emerging areas in financial reporting - Accounting for Ecommerce business, value added statements and Integrated Reporting.
- It helpful in getting insight into the accounting practices followed at international level

### **PROGRAMME SPECIFIC OUTCOMES**

After Completing MBA (Finance and Accounting) the student should be able to:

- Pursue Research in his chosen area of Finance and Accounting
- Work in Banking and Insurance sector as executives
- Work as Manager (Accounting and Finance) in Organizations
- Work as investment and tax consultants after internship in suitable organizations
- Teach in Accounting and Finance subjects in Colleges and Universities after qualifying the requisite tests

**MBA (Finance & Accounting)**  
**(w.e.f. 2021-22)**

PART	YEAR	SEMESTER-ODD	SEMESTER-EVEN
I	First	Semester- I	Semester- II
II	Second	Semester- III	Semester- IV

**PART- I : SEMESTER I**

Paper Code	Name of Paper	Credit	Remarks
MBA(F&A)CC-101	Organisational Behaviour & Theory	4	Core Course
MBA(F&A)CC-102	Fundamentals of Accounting	4	Core Course
MBA(F&A)CC-103	Business Analysis & Forecasting	4	Core Course
MBA(F&A)CC-104	Financial Market & Services	4	Core Course
MBA(F&A)CC-105	Global Financial Environment	4	Core Course
MBA(F&A)VC-101	Foreign Languages – French/German/Chinese	4	Value added Course (Credited)
	<b>Total</b>	<b>24</b>	

**PART- I: SEMESTER II**

Paper Code	Name of Paper	Credit	Remarks
MBA(F&A)CC-201	Computer Application in Business	4	Core Course
MBA(F&A)CC-202	Business Finance	4	Core Course
MBA(F&A)CC-203	Emerging Areas of Accounting – HR, Green Accounting, Social Accounting	4	Core Course
MBA(F&A)CC-204	Management Information System	4	Core Course
MBA(F&A)CC-205	Strategic Cost Management	4	Core Course
MBA(F&A)CC-206	Corporate Governance & Social Responsibility	4	Core Course
MBA(F&A)VNC-201	Lab Work	0	Value added Course (Non Credited)
	<b>Total</b>	<b>24</b>	

**PART- II: SEMESTER III**

Paper Code	Name of Paper	Credit	Remarks
MBA(F&A)CC-301	Accounting for Managers	4	Core Course
MBA(F&A)CC-302	Derivatives and Risk Management/ MOOCs	4	Core Course

**Choose any Two paper from any One Group\***

MBA(F&A)EL-301A	Forensic Accounting	4	Elective	<b>Group A- Accounting</b>
MBA(F&A)EL-302A	Digital Accounting & Cloud Computing	4	Elective	
MBA(F&A)EL-303A	International Taxation	4	Elective	
MBA(F&A)EL-304A	Innovative Accounting Techniques	4	Elective	

MBA(F&A)EL-301B	Corporate risk management	4	Elective	<b>Group B- Finance</b>
MBA(F&A)EL-302B	Business Process & Financial Re-engineering	4	Elective	
MBA(F&A)EL-303B	Introduction to Micro Finance	4	Elective	
MBA(F&A)EL-304B	Financial Consultancy & Wealth Management	4	Elective	

MBA(F&A)IN-301	Summer Internship	4	Summer Internship
MBA(F&A)IER-301	Business Ethics	4	Inter Departmental
	<b>Total</b>	<b>24</b>	

**\*The group opted by student in Semester III will continue in Semester IV**

**PART- II: SEMESTER IV**

Paper Code	Name of Paper	Credit	Remarks
MBA(F&A)CC-401	Quantitative Techniques for Finance	4	Core Course

**Choose any Two paper from any One Group**

MBA(F&A)EL-401A	Corporate Tax Planning & Management	4	Elective	<b>Group A- Accounting</b>
MBA(F&A)EL-402A	Financial Reporting System and Practice	4	Elective	
MBA(F&A)EL-403A	Working Capital Management	4	Elective	
MBA(F&A)EL-404A	International Accounting	4	Elective	

MBA(F&A)EL-401B	Venture Capital and Private Equity	4	Elective	<b>Group B- Finance</b>
MBA(F&A)EL-402B	Investment Management	4	Elective	
MBA(F&A)EL-403B	Innovations in Financial Management	4	Elective	
MBA(F&A)EL-404B	Advance Financial Management	4	Elective	

MBA(F&A)MT-401	Master Dissertation & Viva-voce	8	Master Thesis
MBA(F&A)IRA-401	Financial Regulation in India	4	Intra Departmental
	<b>Total</b>	<b>24</b>	
	<b>Grand Total (Sem. I to IV)</b>	<b>96</b>	

MBA(F&A) – MBA (Finance & Accounting); MBA(F&C)CC – Core Course; MBA(F&C) VC – Value Added Course (Credited); MBA(F&C)VNC – Value Added Course (Non-Credited); MBA(F&C)EL – Elective; MBA(F&C)IER – Interdepartmental Course; MBA(F&C)IRA – Intradepartmental Course

## **Semester I**

### **MBA(F&A)CC-101 : ORGANISATIONAL BEHAVIOUR& THEORY**

#### **COURSE OBJECTIVE:**

The aim of this course is to familiarize the students with the behavioural aspects and patterns of human beings in context of their workplace.

#### **COURSE OUTCOMES:**

After completion of this course, the students should be able to :

- Understand the importance of perception.
- Become a good leader and develop requisite qualities.
- Describe motivating factors of employees.
- Explain the organizational issues related to group, culture, learning and personality.

#### **COURSE OUTLINE:**

##### **Unit I: Introduction**

Meaning, nature, significance, Key elements of Organisational Behaviour, Role of managers in Organisational Behaviour – Interpersonal, Informational and Decision Role, Approaches, Challenges and Globalisation of Organisational Behaviour.

##### **Unit II: Perception and Learning**

Perception : Meaning, concept, nature, importance, factors affecting perception.

Learning : Nature, feature, process, components of learning, Theories of learning.

##### **Unit III: Personality**

Personality – Definition, Meaning of personality, Factors affecting personality, Theories of personality, Personality traits affecting Organisational Behaviour, Types of personality.

##### **Unit IV: Leadership and Motivation**

Leadership – Definition, concept, need of leadership, Leadership Theories.

Motivation – Definition & meaning of motivation, Importance, Theories of motivation.

##### **Unit V: Organisational culture and Group**

Organisational culture – Meaning, concept & nature, functions of organizational culture, types of culture, cultural diversity, power & politics.

Introduction to Group – Meaning & importance of groups, types of groups, advantages & disadvantages, Difference of group & team.

#### **SUGGESTED READINGS:**

1. Aswathapa, K. – Organisational Behaviour, Himalaya Publishing House
2. Prasad, L.M. - Organisational Behaviour, Sultan Chand & Sons
3. Robin, Stephens P. - Organisational Behaviour, Pearson
4. Gaurav, Sankalp – Management and Organisational Behaviour
5. Fred, Luthans – Organisational Behaviour
6. NeeruVashisth - Organisational Behaviour, Taxmann Publication.

## **MBA(F&A)CC-102 : FUNDAMENTALS OF ACCOUNTING**

### **COURSE OBJECTIVE**

To enable students to develop knowledge about the accounting principles and their implementation aspect.

### **COURSE OUTCOMES :**

After completion of this course the students should be able to :

- To give an exposure to the principles of accounting & the preparation of final accounts.
- To familiarize them with the knowledge of funds management.

### **COURSE OUTLINE :**

#### **UNIT I Basic Concepts of Book Keeping and Accounting**

Basic Concepts of Book Keeping and Accounting-Meaning of Accounting, Objectives of Accounting, Merits and Limitations of Accounting, Book Keeping, Difference between Book Keeping & Accounting, Branches of Accounting, Need & Importance of Accounting Information for internal and external users.

#### **Unit- II : Basic Accounting Process**

Journal, Ledger, Trial Balance, Trading and P&L Accounts, Balance Sheet, Capital & Revenue- Concepts of Capital, revenue and deferred revenue expenditure, Concepts of capital and revenue profits.

#### **UNIT III :Cash Book & Final Accounts**

Cash Book - Bank Reconciliation Statement, Meaning and causes of difference in Cash Book and Pass Book balances. Problems in reconciliations through Cash Book and Pass Book balances. Final Accounts with adjustments.

#### **Unit-IV :Double accounting system:**

Concept, distinction between single accounts and double accounts, advantages and limitations. Final accounts under double accounts system with reference to Electricity Company; Capital base; Reasonable return; Disposal of surplus.

#### **Unit-V :Recent Development in Accounting:**

Concept of Value Added Statement, concept of Economic Value Added, Environment Accounting, Brand Accounting and Forensic Accounting.

### **Suggested Readings:**

1. Maheshwari, S.N. :Advanced Accounting Vol.- I & II
2. Shukla and Grewal :Advanced Accounting
3. Agrawal, B.D. :Higher Accountancy
4. Gupta and Radhaswamy:Advanced Accounts, Vol-I & II
5. S.M. Shukla : Advanced Accounting
6. Prof. Arvind Kumar & Dr. Vishal Saxena: Financial Accounting
7. Prof. Audhesh Kumar: Financial Accounting

## **MBA(F&A)CC-103 :BUSINESS ANALYSIS AND FORECASTING**

### **COURSE OBJECTIVES**

The course aims to equip the students with advanced knowledge of the methods and techniques relating to business analysis and forecasting.

### **COURSE OUTCOMES :**

After completion of this course, the students should be able to :

- Understand the importance of forecasting in making accurate decisions in economic and business environment.
- Forecast demand in light of changing circumstances and to formulate business plans.
- Handling the trend seasonal and cyclical issues in forecasting analysis.
- Understand the bases of regression analysis, time series and its application and forecasting.

### **COURSE OUTLINE**

#### **Unit I : Introduction**

Nature and Structure of Business. The Business System, Business Forecasting – Meaning, Characteristics, Needs, Significance and Factors affecting business forecasting, The process of business forecasting, Limitations and suggestions for making forecasting process more effective.

#### **Unit II : Demand Analysis**

Introduction, Determinants of Demand, Analysis of Consumer Behaviour Indifference curve analysis, Exceptional Demand decisions. Elasticity of demand, Demand for Industrial Products, Consumer Durables and Non Durables, Demand Function. Forecasting of Demand.

#### **Unit III : Cost Analysis**

Cost concepts, relevant for management decisions, Cost functions, short run and long run average, Marginal and Total Cost. Cost, Price and Profit.

#### **Unit IV : Factor Pricing**

Elements of factor pricing, Labour pricing, Demand and supply of factors of production. The Production function and the optimal input combinations.

#### **Unit V : Business Forecasting Techniques**

Methods and Techniques of forecasting, Qualitative & Quantitative techniques, Time series analysis, regression, co-relation, moving averages.

### **SUGGESTED READINGS :**

1. Horowitz : An Introduction to Quantitative Analysis
2. Varshney and Maheshwari : Managerial Economics
3. Manne, A.S. – Economic Analysis for Business
4. Gupta, S.P. – Business Statistics
5. Levin and Kirpatrick – Quantitative Analysis for Business Decisions
6. Levin and Kirpatrick – Statistics for Business Decisions
7. Richard & Brackford - Business Economics
8. Mote, Paul & Gupta - Managerial Economics
9. Joel Dean - Economic Theory
10. Baumol, W.J. - Operational Analysis
11. Dwivedi, D.N. - Managerial Economics
12. Manne, A.S. - Economic Analysis for Business
13. Mithani, D.M. - Managerial Economics
14. झिंगन, एम.एल. –प्रबन्धकीय अर्थशास्त्र
15. वार्णोय एवं माहेश्वरी –प्रबन्धकीय अर्थशास्त्र



## **MBA(F&A)CC-104 : FINANCIAL MARKET AND SERVICES**

### **COURSE OBJECTIVE**

The objective of this course is to enable the students to comprehend the framework of the Indian Financial System comprising of financial markets, institutions and services operating in the Indian economy.

### **COURSE OUTCOMES :**

After completion of this course, the students should be able to:

- Acquire knowledge of the various components of Indian financial system and recent reforms.
- Know about the financial instruments of money and capital market.
- Understand the interplay of the financial markets, institutions and services in the Indian economy.
- Understand the regulatory framework governing the Indian financial system.

### **COURSE OUTLINE**

#### **Unit I : Overview**

Meaning of Financial System, Functions and Key elements of the Indian Financial System, Role of the Financial System in the Economy, Reforms in the Financial System.

#### **Unit II : Money Market**

Money Market : Composition, Functions and Instruments.

Development Banks, Banking and Non-Banking Financial Institutions.

#### **Unit III : Capital Market**

Capital Market: Functions, Organisation & Instruments. Primary Market: Issues, Book building, Green Shoe Option, IPO's and FPO's.

Secondary Market : Functions and Organisation.

Concept of Derivative and Debt Market in India.

#### **Unit IV : Financial Services**

Investments and Merchant Banks, Depository and Custodians, Credit Rating Agencies, Factoring and Forfeiting, Lease, Hire purchase, Housing Finance, Micro Finance.

#### **Unit V: Financial Regulation**

Regulatory Framework: Ministry of Finance, SEBI and RBI – Functions and Role.

Mutual Funds, Insurance Institutions.

### **SUGGESTED READINGS:**

1. L.M. Bhole - Financial Institutions and Markets
2. M.Y. Khan - Indian Financial System
3. Bimal Jaiswal & Bhuvana Venkatraman – Financial Market, Institution and Financial Services
4. R.M. Srivastava - Management of Indian Financial Institutions
5. S.C. Kuchal - Corporation Finance
6. Bharti V. Pathak - Indian Financial System
7. Kohn Meir - Financial Institutions & Markets
8. Madura Jeff - Financial Institutions & Markets
9. H.R. Machiraju - Indian Financial System
10. Vasant Desai - The Indian Financial System
11. V.P. Agarwal - Vittiya Bazaron Ki Karyapranali (Hindi)  
E. Gordon, K. Natrajan, Agarwal - Bhartiya Vittiya Bazar Evam Sevain (Hindi)
12. RBI Publications

## **MBA(F&A)CC-105 : GLOBAL FINANCIAL ENVIRONMENT**

### **COURSE OBJECTIVES**

It aims to provide a conceptual framework to understand financial decision making in the international global market. The course covers traditional macro-economic issues important for financial decision making and investing in the presence of a changing economic and political global environment.

### **COURSE OUTCOMES**

After completing this course students should be able to

- Demonstrate basic understanding of foreign exchange market and exchange rates.
- Demonstrate basic understanding of how to use foreign exchange derivatives and other techniques to manage foreign exchange exposures of firms.
- Demonstrate basic understanding of the issues pertaining to multinational financing and investment decisions.
- Demonstrate critical and analytical skills wherein they should be able to make sense out of a mass of information to address relevant issues pertaining to international finance theory.

### **COURSE OUTLINE**

#### **UNIT I- International financial Environment-**

The Importance, rewards & risk of international finance- Goals of MNC- International Business methods – Exposure to international risk- International Monetary system- Multilateral financial institution

#### **UNIT II- International flow of funds and International Monetary system:-**

International Flow of Funds: Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade and capital flows, Agencies that facilitate International flows. BOP, Equilibrium & Disequilibrium. Trade deficits. Capital account convertibility (problems on BOP) International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

#### **UNIT III- Foreign Exchange Market:**

Function and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Nominal, Real and Effective exchange rates, Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behaviour-Cross Rates- - Arbitrage profit in foreign exchange markets, Swift Mechanism. Triangular and locational arbitrage.

#### **UNIT IV- International Financial Markets and Instruments: -**

Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, Cross listing of shares Global registered shares. International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes, Zero coupon Bonds, International Money Markets International Banking services –Correspondent Bank, Representative offices, Foreign Branches, Forward Rate Agreements

#### **UNIT V- International Parity Relationships & Forecasting Foreign Exchange rate: -**

Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate- Forecasting foreign exchange rates .Interest Rate Parity, Purchasing Power Parity & International Fisher effect. Covered Interest Arbitrage

### **SUGGESTED READINGS:**

- International Financial Management - Jeff Madura, Cengage Learning 2008.International Finance Management - Eun& Resnick, 4/e, Tata McGraw Hill.
- International Financial Management – MadhuVij, Excel BOOKS, 2010.
- International Financial Management – Apte P. G, 6/e, TMH, 2011
- Multinational Business Finance – Eiteman, Moffett and Stonehill, 12/e, Pearson, 2011.
- International Financial Management – Siddaiah T, 1/e, Pearson, 2011.
- International Finance – ImadMoosa, 3/e, Tata McGraw Hill, 2011.
- International Financial Management – Vyuptakesh Sharan, 6/e, PHI, 2011.
- Multinational Financial Management–Alan C. Shapiro, 10/e, Wiley India Pvt. Ltd., 2011.
- International Financial Management – Jain, Peyrard& Yadav, Macmillan 2010.
- International Finance – Thomas O'Brien, Oxford University Press, 2010.

## MBA(F&A)VC-101: FRENCH

### COURSE OBJECTIVE

The aim of this course is to enable students to introduce themselves and others, to wish in French and to interact with francophone persons. They will also be able to read and write documents in French.

### COURSE OUTCOMES :

After completion of this course, the students should be able to :

- Communicate elementary things in French
- Read and write official letters
- Prepare resume and advertisements
- Work in multinational companies

### COURSE OUTLINE

#### Unit I :

Se presenter, Dire les nationalites et les professions, l'alphabet et les nombres jusqu'a 60, Savoir Saluer dire l'adresse, Conjuguer au present les verb etre, avoir, regarder, parler, secouter, lire, ecrire et comprendre, les jours et les mois, article definit et indefinit, demander et repondre << qui est-ce ? et qu'est-ce-que c'est? >>

#### Unit II :

Les loisirs et les lieux; a, au, a l, a la, aux, en, chez; les verbs au present faire, aller, rester, venir, aimer, adorer, preferer; il y a; l'heure (quelle heure est-il?, il est....); imperatif des verbs-commencer arriver, partir, entrer, sortir, vouloir, pouvoir, savoir et connaitre (conjugaison au present; interrogation et negation.

#### Unit III :

Des adjective pour decire une personne, ses qualites et ses defaults; interroger et repondre avec 'si'; feminin et pluriel des adjectifs; demander l'age; savoir les nombre jus qu'a 1000000; voici, voila, c'est ici/la/la-las, c'est pres(de)/loin(de); les adjectives demonstratif-ce, cet, cette et ces; les nombres ordinaux-premier, deuxieme (second)..... centieme; conjugaison des verb-vendre, acheter, batiment et les meubles

#### Unit IV :

Les repas de la journee, les legumes; conjugaison au present des verbs – gouter, choisir, commander, manger, boire; exprimer la quantite avec les articles partifs – de, du, de l', de la et des; les pronoms apres les preposition – moi, toi, lui, elle, nous, vous, eux et eux; moi.....aussi/ moi..... non plus; le temps matin/apres midi etc; conjugaison au present des, verbs pour les activites de la journee come-se reveiller, se lever, se laver, s'habiller, prendre le petit dejeuner, partir travailler, dejeuner se promener, se reposer, se coucher et dormir; construction negatif et interrogatif et en forme infinitive des verbs pronominales; c'est sur/cen'est pas sur; encore/un autre; les adjectives possessives – mon/ma mes ton/tantes, son/sa/ses, etc.

#### Unit V :

Les vêtements de l'homme et de la femme, les matériaux comme cuir, velours etc. et les couleurs Dire la taille, la pointure, le poids et les mesure et aussi le prix; Tout – Comme adjective-tout, tout et tous et toutes; Tout – comme pronom – tout, tous; l'imperatif des verbs pronomiaux comme se lever; conjugaison des verbs (au present-se lever, etre debout, se coucher, s'asseoir; les ingredients de la cuisine comme le sucre, le sel etc. les ustencils, comme poêle, casserole etc.; Donner des ordres/interdire; construction avec "il faut" et avec le verb "devoir,

### PRESCRIBED BOOK :

1. Le Nouveau Sans Frontiere 1 (Unit I & II)

### SUGGESTED READINGS :

1. S.P. Singh - Cours de la langue Francaise en hindi, Langers Publication, Delhi
2. S.P. Singh – French Tenses and Art of Conjugaison, Shreya Publications, Delhi
3. M. Dondo – Modern French Course
4. G. Mauger – Cours de la langue Francaise et de civilization, Goyal Publication, Delhi

## **MBA(F&A)VC-101 :GERMAN**

### **COURSE OBJECTIVE**

The aim of this course is to enable students to introduce themselves and others, to wish in German and to interact with German people. They will also be able to read and write documents in German.

### **COURSE OUTCOMES :**

After completion of this course, the students should be able to :

- Communicate elementary things in German
- Read and write official letters
- Prepare resume and advertisements
- Work in multinational companies

### **COURSE OUTLINE**

#### **Unit I :**

Introduction to Germany, Basic grammar structure, Nouns (Singular, plural, Numbers, Days, Months, Seasons, Colours.

#### **Unit II :**

Personal Pronouns, Verbs, Conjunctions, Prepositions, Articles, Adjectives, Prepositions.

#### **Unit III:**

Tenses, Sentences constructions, Interrogative sentences, Affirmative sentences, Negative sentences.

#### **Unit IV :**

Comprehension, texts, paragraph, writing, vocabulary.

#### **Unit V :**

Culture, Market, industry, theatre, music.

### **PRESCRIBED BOOK**

1. NetzwerkdeutschalsFremdsprache – A1 , Goyal Publishers & Distributors, Delhi

### **SUGGESTED READINGS**

1. Langeuscheidt – German in 30 days.
2. German Vocabulary, TEP Books
3. Collins – Easy Learning German Grammar

## **MBA(F&A)VC-101 :CHINESE**

### **COURSE OBJECTIVE**

The aim of this course is to enable students to introduce themselves and others, to wish in Chinese and to interact with Chinese people. They will also be able to read and write documents in Chinese.

### **COURSE OUTCOMES:**

After completion of this course, the students should be able to:

- Communicate elementary things in Chinese
- Read and write official letters
- Prepare resume and advertisements
- Work in multinational companies

### **COURSE OUTLINE**

#### **UNIT I**

The paper shall introduce history, Culture, Market, industry, theatre and music of China.

#### **UNIT II**

Character writings, Personal Pronouns, Verbs, Conjunctions, Prepositions, Articles, Adjectives, Prepositions.

#### **UNIT III**

Phonetics, Text, Grammar & Translation

#### **UNIT IV**

Comprehension, texts, paragraph, writing, vocabulary.

#### **UNIT V**

Tenses, Sentences constructions, Interrogative sentences, Affirmative sentences, Negative sentences.

### **Suggested Readings:**

1. Jichu Hanyu Keben (Elementary Chinese Reader) Book - I Revised Edition, Foreign Language Press, Beijing. From Lesson – 1 to 11
2. "Fundamentals of Chinese Characters" (Yale University Press)
3. "**Modern Mandarin Chinese Grammar**: A Practical Guide" (Modern Grammars)
4. "Times: Newspaper Reading Course of Advanced Chinese"
5. "Abridged Chinese Classic Series: The Besieged City"

## **SEMESTER II**

### **MBA(F&A)CC-201: Computer Applications in Business**

**Course Objective:** The objective of this course is to provide an understanding of computers, computer operating system, and application of relevant software in managerial decision making.

**Course Outcome:**

At the successful completion of this course the student will be able to:

1. Describe the fundamentals of Information Technology (IT) infrastructure components: hardware, software, and data communications systems.
2. Explain the guiding principles of professional behavior in computing.
3. Demonstrate proper file management techniques to manipulate electronic files and folders in a local and networked environment.
4. Use business productivity software to manipulate data and find solutions to business problems.
5. Explain the concepts and terminology used in the operation of application systems in a business environment.
6. Identify emerging technologies for use in business applications.

**Course Outline:**

**Unit-I : Computer Fundamentals :**

Meaning and Characteristics; Computer Generations; Classification of Computers; Organisation of Computer; Input and Output Devices; Storage Devices; PC as a Virtual Office.

**Unit-II : Information Technology :**

Meaning and Components; Basic Idea of Different Types of Networks; Internet-a Global Network; E-Mail; Common Protocol Used in Internet; Concept of World Wide Web and Internet Browsing; Internet Security; Application of Internet in Business.

**Unit-III : Operating Systems and Word Processing :**

Concepts; Basic Idea of DOS, WINDOWS and Unix; Introduction and Working with MS-Word in MS-Office; MS-Excel; MS-Power Point-Basic Commands, Formatting Text and Documents; Working with Graphics and Creating Presentation the Easy Way.

**Unit-IV : Introduction to Accounting Packages :**

Preparation of Vouchers, Invoice and Salary Statements; Maintenance of Inventory Records, Maintenance of Accounting Books and Final Accounts; Financial Reports Generation.

**Unit-V : Database Management System :**

Traditional File Management; Processing Techniques; Limitation of File Management Systems; Meaning and Features of DBMS; Components of DBMS; Architecture of DBMS; Functioning of DBMS.

**Suggested Readings:**

1. Sanjay Saxena, A First Course in Computers, Vikas Publishing House, New Delhi
2. Pradeep K. Sinha and Preeti Sinha, Foundation of Computing, , BPB, Publication.
3. Deepak Bharihoka, Fundamentals of Information Technology, Excel Book, New Delhi
4. V. Rajaraman, Introduction to Information Technology, PHI. New Delhi
5. R. Hunt, J. Shelley, Computers and Commonsense, Prentice Hall of India New Delhi
6. Leon, M. Leon, Fundamentals of Information Technology, Leon Vikas, (4) Software manuals
7. O'Brian, J. A. : Management Information Systems, Tata McGraw Hill, New Delhi.
8. Ullman, J.O. : Principles of Database Systems, Galgotia Publications, New Delhi.

## **MBA(F&A)CC-202 : Business Finance**

### **Course Objective:**

To make students understand various issues involved in business finance of a company and equip them with advanced analytical tools and techniques which can enhance their analytical ability for making sound financial decisions and policies in a company.

### **Course Outcome:**

After successful completion of this course shall enable the student to:

1. Understand the foundations of business finance and role of a finance manager and objectives of finance.
2. Critically examine various theories and determinants of capital structure, analyze financial plans and determine optimal capital structure.
3. Analyze and evaluate capital projects under different situations using appropriate capital budgeting techniques.
4. Critically examine various theories and policies of dividend and determine optimal payout policy.

### **Course Outline:**

#### **UNIT-I: Introduction:**

Business Finance Defined-Traditional and Modern Views; Nature, Scope, Significance of Business Finance; Finance Function, Duties, Responsibilities of a Finance Manager; Objectives of Financial Management-Profit Maximisation vs. Wealth Maximisation.

#### **UNIT-II: Financial Planning and Capitalisation:**

Concept of Financial Planning; Process of Financial Planning; Characteristics of Sound Financial Plans; Factors Affecting Financial Plan. Concept, Nature and Scope of Capitalisation; Earnings Theory and Cost Theory of Capitalisation; Over-Capitalisation; Under-Capitalisation;

#### **UNIT-III: Capital Structure and Cost of Capital:**

Capital Structure Theories and Factors Determining Capital Structure. Cost of Capital – Costs of Debt., Preference Capital, Equity Capital and Retained Earnings; Weighted Average Cost of Capital;

#### **UNIT-IV: Financing Decision and Dividend Decision:**

Analysis of Leverage-Operating, Financial and Combined Leverage; Capital Structure-Theories and Factors Determining Capital Structure. Dividend and Retained Earnings; Forms of Dividend; Dividend Policy; Factors Determining Dividend Policy; Dividend Models-Walter Model, Gordon Model and MM Hypothesis.

#### **UNIT-V: Time Value of Money and Investment Decision:**

Time Value of Money-Discounting and Compounding. Nature and Significance of Capital Budgeting; Process of Capital Budgeting; Methods of Project Evaluation.

### **Suggested Readings:**

1. Chandra, Prasanna- Financial management
2. Brealey, Richard A and Steward C. Myers- Corporate Finance
3. Kumar, A., Misra, P & Singh, D. – Financial Management
4. Srivastava, R.M. – Financial Management
5. Pandey, I.M. - Financial Management
6. Khan and Jain - Financial Management

## **MBA(F&A)CC-203 : EMERGING AREAS OF ACCOUNTING-HR, GREEN ACCOUNTING, SOCIAL ACCOUNTING**

### **Course Objective:**

The objective of the course is to enable the students to explore emerging areas in Accounting.

### **Course Outcome:**

On completion of this course the students will be able to:

1. gain knowledge of new areas in the preparation and presentation of financial statements.
2. understand the concept of valuation of human resource in an organisation.
3. understand the importance of environmental accounting.
4. understand the concept of social accounting and responsibility accounting.
5. understand role of forensic accountant and accounting treatment of fraudulent transaction.

### **COURSE OUTLINE**

#### **UNIT-I: Human Resource Accounting:**

Concept, objectives and need of human resource accounting, models of human resource accounting, Cost Based Models- Capitalisation of historical costs, Replacement Cost, Economic Value Models- Opportunity Cost, Discounted wages and salaries, Stochastic process, Valuation on group basis, implications and limitations of human resource accounting.

#### **UNIT-II: Green Accounting:**

Meaning and Need and scope of Green Accounting, Objectives of Green Accounting, Problems of Green Accounting, Green Accounting System, Types of Green Accounting, Importance of Green Accounting.

#### **UNIT-III: Social Accounting:**

Concept and definitions of Social Accounting, Features and Benefits of Social Accounting, Components of Social Accounting- Production Account, Consumption Account- Government Account, Capital Account and Foreign Account, Presentation of Social Accounts

#### **UNIT-IV: Responsibility Accounting:**

meaning, features and advantages of responsibility accounting. Responsibility centers- cost center, revenue center, profit center and investment center, steps and components of responsibility accounting.

#### **UNIT-V: Forensic Accounting:**

Meaning and definitions of forensic accountant, Role of the professional forensic accountant, Requirements of professional forensic accountant, Fraud –Types of fraud, Reasons of fraud, Responsibilities of accounting investigators and auditors.

### **Suggested Readings:**

1. Goyal.S.N& Manmohan (1998).Principles of Management Accounting. Agra: Sahitya Bhavan.
2. Horngren. T. Charles, Sundem. L. G.,Schatzberg. O. J.&Burgstahler, D. (2013). Introduction to Management Accounting. New Delhi: Pearson Education.
3. Anthony, Robert : Management Accounting, Taraporewala, Mumbai
4. Homgran, C.T.GaryL.Sundem and William O Stratton: Introduction to Management Accounting, Prentice Hall, Delhi
5. Decoster, Don T. and Elden L. Schater : Management Accounting, a decision emphasis, John Wiley and Sons Inc, New York



## **MBA(F&A)CC-204 : MANAGEMENT INFORMATION SYSTEM**

### **COURSE OBJECTIVES:**

The course will provide:

- a summary of information systems technology now used in businesses
- a summary of new technologies that are transforming businesses, and will increasingly do so in the near future
- a review of information systems that assist management decision, the assumptions built into them, the limits they impose and the possibilities for new management strategies they provide

### **COURSE OUTCOMES:**

At the end of this course students should be able to:

1. Describe the major technological, organizational, behavioral, and ethical issues facing today's information systems professional.
2. Describe IT strategy formulation and explain its alignment with organizational strategy.
3. Conduct research on and describe several current and emerging technologies and explain their impact on corporate performance.
4. Explain the difference between supporting a business with technology and driving a business with technology

### **COURSE OUTLINE:**

#### **UNIT I: INFORMATION TECHNOLOGY IN MANAGEMENT**

Fundamentals of Information Technology in management ,Organizations, Environments, IT & IS, E-business/Ecommerce in global scenario: Role in transforming business and management in organizations with focus on IB, Use of communication systems in information management.

#### **UNIT II: INFORMATION SYSTEMS WITHIN BUSINESS MANAGEMENT**

Introduction to common used system and models, Relationship between IS, organizations and business processes, Types of IS(TPS, OAS, MIS, DSS, ESS and SIS), Information management and decision making, Managing international Information systems.

#### **UNIT III: KNOWLEDGE BASED SYSTEMS**

Intelligent support systems & concepts of Artificial Intelligence, Data Mining & Data warehousing, Emerging trends in Information management systems.

#### **UNIT IV: MANAGERIAL IMPLICATIONS OF IT/IS IN GLOBAL BUSINESS**

Planning, Organizing and controlling, Information Security, Tools and techniques, Legal and Ethical issues, Future of Information management.

#### **UNIT V: PRACTICAL ASPECTS AND APPLICATIONS OF IT/IS**

Introduction to MIS packages and tools , Web interface and techniques, Introduction to ERP & CRM solutions

### **SUGGESTED READINGS:**

- Laudon Kenneth and Laudon Jane (2005) – Management Information Systems: Managing the Digital Firm, 9th Edition, Prentice Hall of India.
- Turban, McLean and Wetherbe (2004) – Information Technology for Management 4th Edition, John Wiley & Sons
- RoberMurdic G. (1998) - Management Information Systems, Prentice Hall of India
- JawadekarW.S. (1998) - Management Information Systems, Tata McGraw Hill
- Papers & Articles:
- "Communicating MIS Research", by Randolph B. Cooper, University of Houston, Information Processing & Management Vol. 29, No. 1, pp. 1 W127, 1993
- Huimin Zhao and Sudha Ram, "Combining Schema and Instance Information for combining Heterogeneous Data Sources", Data and Knowledge Engineering, 61, No. 2, 2007, pp. 281-303.
- " Research in Information Systems: Organizational and Behavioral Perspectives",Professor Sirkka L. Jarvenpaa

## **MBA(F&A)CC-205 : STRATEGIC COST MANAGEMENT**

### **COURSE OBJECTIVES**

The course aims to impart and inculcate the knowledge of controlling and effective management of cost among the students.

### **COURSE OUTCOME**

- knowledge about cost and types of cost, cost drivers
- knowledge about responsibility accounting
- Use cost-volume-profit analysis in decision taking
- Understand how to make different types of Budget
- Set-up and use activity based costing, quality costing, target and lifestyle costing.

### **COURSE OUTLINE**

#### **Unit-1 Concept Cost Accounting**

Concept and uses of Cost Accounting; Accounting plan and Responsibility accounting: responsibility centres, Types of Responsibility centres, significance of responsibility accounting, transfer pricing-Objectives, Methods ( Cost Based, Market Price Based, Negotiated Pricing) Advantages and Disadvantages, Criteria for setting Transfer Prices, Transfer Price in different situations.

#### **Unit-2 Marginal Costing and Cost Volume Profit**

Marginal Costing, Characteristics of Marginal Costing, Application of Marginal cost , Limitations of Marginal cost , Concept of Marginal Costing , Difference between Absorption Costing and Marginal Costing , Marginal Cost, Contribution , Cost Volume Profit (CVP) Analysis and Break Even Analysis: Introduction, Profit Volume ratio or MCSR , Target profit , Margin of Safety. Managerial Decision Making Areas - Product Mix, Make or Buy, Pricing Decisions.

#### **Unit-3 Standard Costing and Variance Analysis**

Standard Costing: Introduction , Definition of Standard Costing, Meaning, Establishment of standards, Variance analysis, Material cost variance, Labor variance, Overhead Variance- Fixed Overhead Variance, Variable Overhead Variance.

#### **Unit-4 Advanced Management Accounting**

Value chain analysis, activity based costing, quality costing, target and lifestyle costing.

#### **Unit-5 Budgetary Control**

Budgetary Control: Introduction , Meaning of a Budget , Budgetary control , Objectives of budgetary control , Merits of budgetary control, Essential features of Budgetary Control , Steps in budgetary Control , Types of Budgets- Fixed Budget, Flexible Budget , Cast Budget , Sales Budget, Production Budget, Master Budget , Zero based Budgeting, Performance Budgeting, Limitation of Budget Control, Difference between Standard cost and Budgetary Control.

### **SUGGESTED READINGS :**

- Pandey, I.M. – Management Accounting
- Gupta, R.L. – Advanced Accountancy Vol. II
- Goyal, M.M. – Management Accounting
- Khan and Jain – Management Accounting
- Sharma, D.C. and Gupta, K.G. - Management Accounting
- Anthony, R.M. - Management Accounting
- Hingorani, Ramnathan and Grewal - Management Accounting
- Horngreen Charles T., GeogreGoster and Srikant M. Dalinr – Cost Accounting : A Managerial Emphasis, Prentice Hall, Delhi
- Lall, B.M. and Jain, I.C. – Cost Accounting : Principles and Practice, Prentice
- Ravi Kishor : Advanced Cost Accounting and Cost Systems Taxman's Allied Services Pvt. Ltd. New Delhi.

## **MBA(F&A)CC-206 : CORPORATE GOVERNANCE AND SOCIAL RESPONSIBILITY**

### **Course Objectives:**

The course aims to develop the understanding about the role of corporations in society and boards' role in keeping oversight on the functioning of the company, global developments in Governance and Corporate Citizenship. The course will also provide about necessary knowledge and skills for building professional boards, stakeholder engagement and shareholder activism.

### **Course Outcome:**

After completing this course, students should be able to:

- Analyze the purpose and the limits of corporate governance.
- Evaluate the primary roles of various groups tasked with responsibilities for corporate governance (e.g. boards of directors, internal committees).
- Compare the responsibilities of companies to different stakeholder groups and explain the role of stakeholders in corporate governance.
- Analyze the role of corporate governance in relation to sustainability, ethics and corporate responsibility.
- Contrast regulatory systems guiding approaches to corporate governance emphasizing the advantages and disadvantages of each system from various theoretical perspectives.
- Discuss contemporary corporate governance research and its influence on practice.
- Communicate central concepts for the course in English, both orally and in writing

### **Course Outline:**

#### **UNIT I- Fundamentals of Corporate Governance**

Meaning, concept, Theories of Corporate Governance; Stewardship theory, Agency theory, Transaction cost theory, Resource dependency theory, Stakeholder theory, history of corporate governance in India, Issues in corporate governance

#### **UNIT II- Corporate Governance Reforms**

Introduction, The evolving framework of corporate governance, Corporate governance in India, Why is good corporate governance important, corporate governance and corporate performance, risk perspective on corporate. Role of Boards.

#### **UNIT III- Corporate social responsibility**

Introduction, Early roots of corporate social responsibility, Does corporate social responsibility improve financial performance? Sustainability and a stakeholder perspective, Sustainability reporting, Stakeholder engagement

#### **UNIT IV- Socially responsible investments**

Introduction, Socially responsible investment strategies, Private social and environmental reporting: institutional investor engagement, Socially responsible investment in an international context.

#### **UNIT V- Ethical issues in corporate governance**

Ethical aspects of corporate governance, Ethical theories, Corporate code of ethics, Case Studies of Corporate Ethics.

### **Suggested Readings:**

1. Corporate Governance: Principles and Practices by Sandeep Goel
2. A Handbook on Corporate Governance by Institute Of Directors India
3. Business Ethics and Corporate Governance (Principles & Practice) by Khanka S.S.
4. Corporate Social Responsibility: Definition, Core Issues, and Recent Developments by Brent Beal
5. Corporate Social Responsibility Textbook by Madhumita Chatterji
6. Corporate social responsibility in India by Sanjay Agarwal
7. Monks, R., Minow, N.: Corporate Governance; 4rd edition, Wiley-Blackwell publishing, 2008
8. Corporate Governance Matters: A Closer Look at Organizational Choices and Their Consequences (3rd Edition) David F. Larcker, Brian Tayan, 2020

### **MBA(F&A)VNC-201 : Lab Work**

Under the Lab Assignment In Semester-I and Semester-II the learners will be required to attend thirty to forty lab sessions in Computer Lab in each semester.

In these Lab sessions the learners will learn use of Accounting and Finance Softwares for preparation and assessment and analysis of accounting statements, financial reports, evaluation of financial instruments including derivatives and stock market performance. Accounting Softwares like Tally ERP-9. Busy Accounting, Marg ERP-9+, Vyapar, Invest Plus ProfitBooks, Easy Accontax – Cloud Accounting Software etc. shall be used to make learners skilled in Digital Accounting and Preparation of Tax Returns.

### **SEMESTER III**

## **MBA(F&A)CC-301: : ACCOUNTING FOR MANAGERS**

### **Course Objective:**

Objective of this course is to encourage the acquisition of knowledge and skills relating to the application of accounting concepts and techniques for business decisions, short-term and long-term/strategic decision-making models, cost management ideas along with budgeting and associated performance measurement practices.

### **Course Outcomes:**

The successful completion of this course shall enable the student to:

1. Identify differences between different forms of accounting—Financial, managerial and cost, the role of a Management Accountant.
2. Identify cost according to their associated activities and apply costing techniques for computing cost of products or services.
3. Understand the concepts and objectives of cost accounting, various costing methods used in manufacturing and non-manufacturing concerns.
4. Make decisions related to make or buy a particular input, operate at a loss or shut down, lease or buy a plant or fixed asset, expand or contract operations.
5. Prepare different forms of budgetary statements and identify and control material cost methods.

### **Course Outline**

#### **Unit I-Financial Accounting:**

Meaning of financial accounting; Accounting as an information system; Importance, scope and limitations of financial accounting; Generally accepted accounting principles, accounting standards and International Financial Reporting Standards (IFRS). Preparation of Financial Statements.

#### **Unit II-Financial Statement Analysis:**

Interpretation of Accounting information Ratios: Liquidity analysis ratios, Profitability analysis ratios; Capital structure; Activity analysis ratios; Coverage ratios, limitations of Ratio Analysis; Analytical comparative statement; Cash flow statement.

#### **Unit III-Introduction to Cost Accounting:**

Objectives and importance of cost accounting; Cost concepts; Classification of cost including cost for managerial decision making; Elements of cost; Cost centre; Cost unit; Cost allocation, Cost apportionment and ascertainment; Cost sheet; Cost control and Cost reduction.

#### **Unit IV- Cost Volume Profit Analysis:**

Marginal cost statement/equation; P/V ratio; Break Even Point (BEP), Break even chart; Margin of safety; Decisions relating to key factor, Make or buy, Deletion or addition to product/Services, Sell or process further, Continue or shut down, etc.

#### **Unit V- Budgeting and Budgetary Control:**

Basic concepts of budgeting; Preparation of functional budgets and Master budget and flexible budgets. Costing and Control of Materials: Introduction control of material, cost of inventory a costing methods, Just in time Inventory.

### **Suggested Readings:**

1. Atkinson, Anthony A., Banker, Rajiv, D., Kaplan, Robert & Young, S. Mark. Management Accounting.
2. Colin, Drury. Management and Cost Accounting.
3. Garison, R.H. & Noreen, E.W. Managerial Accounting.
4. Goldwin, Alderman & Sanyal. Financial Accounting.
5. Horngren, Charles T. Introduction to Management Accounting.
6. Lal, Jawahar. Advanced Management Accounting, Text and Cases.
7. Marry, Buffett & Clark, David. Interpretation of Financial Statement – Companies with durable Competitive Advantage.

## **MBA(F&A)CC-302 : Derivatives and Risk Management**

### **Course Objective:**

The purpose of the course is to familiarize the students with the application of various tools and techniques of financial risk management.

### **Course Outcomes:**

The successful completion of this course shall enable the student to:

1. Understand the basic concept of derivative market.
2. Understand the forward and futures market.
3. Assess the value of options.
4. Acquaintance with the advance topics such as Exotic Options, Swaptions and Credit Derivatives.

### **Course Outline:**

#### **UNIT-I: Introduction:**

Meaning, types, participant and functions of derivative market, and Significance of Derivatives in the Development of Securities Market; L.C. Gupta Committee Report on Derivative Trading; Derivative Trading vs. Forward Trading.

#### **UNIT-II: Risk Management:**

Risk-Return Trade-Off; Systematic vs. Non-Systematic Risks; Components of Risks-Market Risk, Foreign Exchange Risk, Interest Rate Risk, Liquidity Risk and Purchasing Power Risk. Risk reduction techniques.

#### **UNIT-III: Futures Trading:**

Introduction and key features of futures contracts. Hedging with futures; Short-term and Long-term Interest Rate Futures; Stock Index Futures; Determination of Bond Future Prices.

#### **UNIT-IV: Options Trading:**

Meaning of Options; properties of stock option; Call Options vs. Put Options; Writing of Options; Hedging with Options; Trading with Options; Arbitrage with Options; Black-Scholes Option Pricing Model and Binomial-Option Pricing Model.

#### **UNIT-V: Swaps Trading:**

Meaning of Swaps and their Significance; Interest Rate Swaps; Currency Swaps; Equity and Commodity Swaps; FRA; Swap Pricing.

### **Suggested Readings:**

1. Chance, Don M: An Introduction to Derivatives.
2. Chew, Lilian: Managing Derivative Risk.
3. Das, Satyajit: Swap & Derivative Financing.
4. Hull, J., Options: Futures and other Derivatives.
5. Kolb, Robert W: Understanding Futures Markets.
6. Marshall, John F and V.K. Bansal: Financial Engineering-A Complete Guide to Financial Innovation.

## **MBA(F&A)EL-301A : Forensic Accounting**

### **Course Objective:**

To identify, analyze and interpret indicators of financially fraudulent activity and to explain investigative processes and the nature and range of investigative techniques, and identify situations for their application.

### **Course Outcome:**

The students will be able to

- Identify and respond to current and emerging forms of financial fraud and can apply the knowledge of accounting and business to practical case studies involving fraudulent activity.
- This course explores the forensic accountant's role in today's economy.
- Fundamental legal concepts governing expert witness testimony are also examined, and students are required to quantify economic damages in cases. By the end of the course students are able
- Explore methods of fraud detection and prevention, and increase their ability to recognize potential fraudulent situations.

## **COURSE OUTLINE**

### **UNIT I – Fundamentals of Forensic Accounting**

Forensic Accounting: Meaning, Concept, Role of the professional forensic accountant, Requirements of professional forensic accountant, Responsibilities of accounting investigators and auditors. Fraud – Introduction, Types of fraud, Reasons of fraud, Fraud cycle, Traits & behaviours of fraudsters, Targets of fraudsters, case studies

### **UNIT II - Fraud Detection Techniques**

Fraud detection techniques, Effective information gathering methods, Fraud risk factors, Professional analytical procedures and techniques. Financial statement fraud – Meaning, Introduction, revenue recognition detection, ratio analysis, horizontal analysis, vertical analysis, cash flow analysis, case studies.

### **UNIT III - Fraud Risk Assessment**

Profiling Fraudsters, Organizational profiling methods, Risk analysis & assessment, variety of risk assessment factors, best practices. Fraud risk prevention – meaning, importance, combatting actual instances of fraud, case studies.

### **UNIT IV - Fraud Prevention**

Organizational Fraud prevention policy, Organizational ethics, Enforcement of ethics, Different situations of fraud, Effective methods of preventing fraud.

### **UNIT V - Working in a Forensic Team Forensic team –**

Meaning composition, functions, Co-operating with internal and external auditors, working towards a common goal, working environment involving legally trained professionals, Contribution of lawyers.

### **SUGGESTED READINGS :**

1. Albrecht, Chad O., Albrecht, Conan C., Albrecht, W. Steve & Zimelman, Mark F. (2015) – Forensic Accounting & Fraud Examination.
2. Banerjee, Robin (2015) – Who Cheats and How?
3. Bologna, Jack and Lindquist, Robert J. (1995) – Fraud Auditing and Forensic Accounting
4. Bremser, Wayne G. (1995) – Forensic Accounting and Financial Fraud.
5. Dalal, Chetan (2015) – Novel & Conventional Methods of Audit, Investigation and Fraud Detection.
6. Gupta, Sanjeev (2016) – Corporate Frauds and their Regulation in India.
7. Kaul, Vivek (2013) – Easy Money
8. Manning, George A. (2010) – Financial Investigation and Forensic Accounting
9. Sharma, B.R. (2014) – Bank Frauds

## **MBA(F&A)EL-302A : Digital Accounting and Cloud Computing**

### **Course Objective:**

This course gives students an insight into the basics of cloud computing along with virtualization, cloud computing is one of the fastest growing domain from a while now. It will provide the students basic understanding about cloud and virtualization along with it how one can migrate over it.

### **Course Outcome:**

The students will be able to

- Helps in Understanding the accounting at modern contemporary era.
- Explore the recent accounting practices as cloud computing
- Understating the current digital solution in accounting

### **COURSE OUTLINE**

#### **Unit I- Digital Accounting Fundamentals**

Meaning and Concept of digital accounting, Evolution, Costs & Benefits of Digital Accounting, Challenges faced by digital accounting in modern Era. History of Accounting Software's.

#### **Unit II- Digital solutions in accounting**

Paperless accounting, Interfaces to (external) systems, Management of data quality, Process automation, Uniformity of systems, Integrated consolidation system, Real-time reporting, Creation of transparency, Big data analyses, Tools for visualization.

#### **Unit-III: Cloud Computing Overview**

Origins of Cloud computing – Cloud components - Essential characteristics – On-demand self-service, Broad network access, Location independent resource pooling ,Rapid elasticity , Measured service, Comparing cloud providers with traditional IT service providers, Roots of cloud computing.

#### **Unit IV: Inside Cloud Computing**

Introduction, Objectives, Feeling Sensational about Organization, Making Strategy Decisions- Governance Issues- Monitoring Business Processes- IT Cost Management

#### **Unit V- Cloud Service Administration**

Service Level Agreements and Monitoring-Support Services- Accounting Services, Resource Management- IT Security- Performance Management- Provisioning- Service Management, Untangling Software Dependencies.

### **Suggested References**

1. O' Brien James, A Management Information Systems, Tata Mc GrawHill .
2. Laudon and Laudon, Management Information Systems, Prentice Hall of India.
3. Gordan B Davis, Management Information Systems, Mc Graw Hill International.
4. Sadagopan S, Management Information Systems, Prentice Hall of India.
5. Martin J, Management Information Systems, Prentice Hall of India.
6. Murthy. CVS, Management Information System, Himalaya Pub. House.



## **MBA(F&A)EL-303A : INTERNATIONAL TAXATION**

### **Course Objective:**

The basic objective is to acquaint the learners about various tax provisions applicable at international level which may be useful in strategic financial decisions.

### **Course outcome:**

- To become aware of the dynamics of international taxation and methods adopted by countries to alleviate international double taxation.
- To examine the causes of tax evasion and tax avoidance along with methods adopted by countries to curb tax evasion and avoidance.

### **Course Outline**

#### **UNIT-I: AN OVERVIEW OF INTERNATIONAL TAXATION:**

International Taxation - Definition - Conflicts - Double Taxation - Double Tax treaties - Domestic Tax system - Anti avoidance measures - International Tax Planning - International Tax Law - Definition - International Tax Principles and tax treaties.

#### **UNIT-II: TAX TREATIES:**

Need - Purpose - Nature of work - Relief - Benefits - Historical Overview of tax treaties - Model tax conventions - Work prior to league of nations - League of Nations work - Mexico model convention - London model of convention - OECD work - United Nations work.

#### **UNIT-III: IMPACT OF DOMESTIC TAX SYSTEMS:**

Resident Vs Non Resident - Tax residence - Full Vs Limited taxation - Residence of Individuals, Companies and other entities - Domicile under common law. Source of Income / Gain - Rules - Conflicts - Basis of Tax Computation - Tax rate - Base - Accounting policies - Allowances - Disallowances - Incentives - Withholding taxes. Treatment of tax losses: Revenue, Capital, Foreign branch losses - Group taxation (Categories only) - Passive income: Dividend, Interest, Royalty, Capital gains. Foreign tax relief - Expense deduction - Exemption method - Foreign tax credit - Direct, Indirect tax sparing credit limitations - Excess foreign tax credit (Country examples such as India, Asia Pacific Countries, United States of America, UK, Japan, Singapore, Australia, Mauritius).

#### **UNIT-IV: TAX LAWS OF VARIOUS COUNTRIES:**

Salient features of tax laws: Asia Pacific Countries - United States of America - UK - Japan - Singapore - Australia - Mauritius.

#### **UNIT-V: TRANSFER PRICING:**

International transactions - Associated enterprises - Arms length price - Computation of arms length price - Transfer pricing under Domestic Tax Law and under tax treaties - Authorities of advance rulings - Deduction of Tax at Source U/S 195 &DTAA.

### **SUGGESTED BOOKS:**

1. Basic International Taxation - Principles: Roy Rohatgi, Taxmann, Second Edition, Vol. – I;
2. Basic International Taxation - Practice: Roy Rohatgi, Taxmann, Second Edition, Vol. – II;
3. Direct Taxes - Law & Practice: Vinod K. Singhania & Kapil Singhania, Taxmann;
4. The Law and Practice of Tax Treaties: An Indian Perspective - Nilesh Modi, Rajesh Kadakia, Wolters Kluwer India Pvt. Ltd.;
5. CCH India Master Tax Guide, PWC;
6. CCH International Master Tax Guide, PWC;
7. Commentary to OECD Model Tax Convention and UN Model Convention;
8. CA Course Material.

## **MBA(F&A)EL-304A : Innovative Accounting Techniques**

### **Course Objective:**

To Make students familiar with the various innovations taking place in the field of accounting.

### **Course Outcome:**

The students will be able to

- Gain knowledge on the recent accounting practices in India as well as international Level.
- Getting Insight in to the Inflation accounting which includes market fluctuations.
- Understanding the concept of accounting of Intangibles.

### **Course Outline**

#### **Unit 1 Accounting for Price Level Changes:**

Meaning and Concept of Inflation accounting and Price level accounting, Limitations of Conventional Financial statements, Methods of accounting for changing prices, CPP method, CCA method and Hybrid method, Price level accounting and Indian Practices.

#### **Unit 2 Human Resource Accounting (HRA):**

Concept, Need, Importance, Objectives and development of HRA, Methods for valuation of human resources, financial disclosure of human resources, HRA practices in India.

#### **Unit 3 Brand Accounting**

Brand accounting - Brand as strategic assets, Need and Importance of brand accounting, Methods of valuation of Homegrown and Acquired brands, Brand accounting and Indian corporate practices.

#### **Unit 4 Environmental Accounting –**

Environmental concerns and Need for green accounting; Concept and objectives of environmental accounting, Shadow pricing techniques and preparation of environmental balance sheet. Carbon Accounting; Meaning, Importance and Life cycle analysis of carbon accounting.

#### **Unit 5 Accounting for Intangibles:**

Concept and Importance of intangibles in corporate success. Concept and Objectives of Intangibles accounting, Types of intangible assets, Methods of intangible accounting and amortization practices with reference to goodwill, patents, etc.

### **Suggested References**

1. Estes Ralph, Corporate Social Accounting, John Willey, New York.
2. GeidlerL.J., and GeidlerL.N., Social Accounting: Theory, Issues and Cases, Melville, Los Angeles.
3. Ghosh PK, Maheshwari GC and Goyal RN, Studies in Accounting Theory, Wiley Eastern Ltd.
4. Jain and Narang, Accounting Theory, Kalyani Publishers.
4. Jawahar Lal and Lele, Accounting Theory, HPH.
5. KapfererJ.N., Strategic Brand Management- A New Approach to Creating and Evaluating Brand Equity, Abhinava Publishers
6. R.Narasimhan, Financial Accounting: An Integrated Approach, PHI.
7. S.N.Maheshwari, Advanced Accounting, Vol.II, Vikas Publishing.
8. SujitSikidar and Alok K. Pramanik, Accounting and Auditing, Deep and Deep Publications.
10. Vithal and Sharma, Accounting for Management, Macmillan.

## **MBA(F&A)EL-301B : Corporate Risk Management**

### **Course Objective**

Corporate Risk Management Test is conducted by the Global Association of Risk Professionals to check the knowledge and skills of applicants about How to Manage Corporate Risk. Corporate Risk Management Syllabus covers the fundamental tools and methods used in risk management and theories that underlie their use.

### **Course Outcomes**

- Broad knowledge of Risk Management;
- Identification of risk.
- Knowledge of market risk and its management
- Knowledge about Approaches of measuring and management credit risk
- Understanding management of operation risks

### **Course Outline**

#### **UNIT- 1 Risk Framework**

Defining and Classifying Risk, Evolution of Business Risk, Role of Risk Management in Business Organisations and their environment, Resource dependency & value creation, Organisational functioning in response to risk.

#### **UNIT- 2 Measuring and Managing of Market Risks**

Exposure measurement. Expected and unexpected loss. Managing currency risk, Measuring interest rate risks, Managing commodity risk, Currency and interest rate derivatives, Swaps, caps and floors. Value-at-Risk (VaR) and back testing VaR, Extreme value theory (EVT), Expected shortfall (ES). Volatility and correlations. Delta-normal valuation. Risk metrics approach. Historical simulation. Monte Carlo simulation methods. Implementation and model risk.

#### **UNIT- 3 Measuring and Managing Credit Risk**

Counterparty risk methodology and protection, Pre Hedging credit risk, Integrated risk management, Default risk and methodologies, Probability of default, loss given default and recovery rates. Default and default-time correlations. Credit scoring. Credit spreads. Contingent claim approach (Merton's model) and the KMV Model. Risk mitigation techniques, Credit derivatives, credit default swaps (CDS) and credit linked notes.

#### **UNIT- 4 Measuring and Managing Operational Risk**

Risks due to deficiencies or mistakes from information systems and technologies, internal procedures, personnel, external events. Operational internal (incompetency /fraud, model/transaction risk, info systems, software, databases) and external (environmental factors, change in political and regulatory regime). Specifics of operating risks. The top-down approach, The bottom-up approach. Management of operation risks. Internal control system.

#### **UNIT- 5 Current Issues in Financial Markets**

Environmental Risk, Sovereign Risk, Fraud Risks- Role of Insurance, Hedging activities, Risk Management Strategies- Fraud, People Risks. Risk management for M&As and Financial Crisis, Flash Crash. Real options and their applications in corporate risk management.

### **Suggested Readings**

1. Hoffman D, Managing Operational Risk, John Wiley and Sons, 2002.
2. P Pritchard, Environmental Risk Management, Earthscan Publications 2000.
3. Ritchie B & D Marshall, Business Risk Management, Chapman & Hall, 1993.
4. Sadgrove K, The Complete Guide to Business Risk Management, Gower, 1996
5. Myint and Famery, The Handbook of Corporate Financial Risk Management, Risk Books, 2012.
6. Stulz, Risk Management and Derivatives, South-Western, 2002.
7. Kevin Dowd. Measuring Market Risk.2-e. WILEY Finance. 2005.

## **MBA(F&A)EL-302B : Business Process and Financial Re-Engineering**

### **Course Objective**

This course is contemporary and relevant across management disciplines because of the broader applicability of the concepts, methods and tools. Though BPR is often classified under Operations Management since it is process and improvement focused, it finds – interestingly! - most of its application in non-Operations functions such as Finance & Accounting.

### **Course Outcome**

- Understanding about Business process re-engineering (BPR)
- Understanding various BPR methodologies and their applications
- Understanding the critical success factors for implementing BPR.
- Appreciate various alternative techniques of BPR – TQM, Work Study, Benchmarking and their applications

### **Course Outline**

#### **Unit-1 Business Process Re-Engineering**

Introduction and History of BPR, Definition, Nature & Fundamentals of BPR, Overview of BPR, Need and Benefits of business process re-engineering (BPR), BPR Model.

#### **Unit-2 BPR Methodologies and Approaches**

BPR Methodologies: a) Hammer/Champy Methodology, b) Davenport Methodology, c) Manganeli/Klein Methodology, d) Kodak Methodology, BPR Methodology Selection Guidelines, BPR: Reengineering Approaches : a) Big Bang Approach, b) Incremental Approach, c) Evolutionary Approach, Steps to implement BPR: Reengineering Approaches.

#### **Unit-3 BPR Implementation Methodology**

Reasons for implementation of BPR, Different steps to be taken for BPR implementation, Different Phases of BPR, Relationship between BPR phases, BPR Model, Performance Measurement of BPR.

#### **Unit-4 Barriers of BPR**

BPRE& TQM, benchmarking, ISO standards, Risks associated with BPR, Barriers Reengineering Success Factors, Barriers to BPR, Barriers Management of BPR.

#### **Unit-5 BPR AND Management accountant**

Cost Model for BPR, BPR and Activity Based Costing, priority-based budgeting (PBB), activity-based budgeting (ABB), executive information systems (EIS).

### **Suggested Readings**

1. Jayanti Natarjan. (2002). Business Process Reengineering. TMH, New Delhi,
1. 2 . Kapoor Rajneesh. (2001). Business Process Redesign. Global Business Press, Delhi.
2. R. Radhakrishnan, S. Balasubramanian. (2010). Business Process Reengineering, Text and Cases. Prentice Hall of India, New Delhi.
3. B.R.Dey (Latest ed.), Business Process Reengineering and Change Management, Wiley publication.
4. K.Shridhara Bhat (2009), Business Process Reengineering, Himalaya Publishing House.
5. Henry J Johansson, H J Johansson, Mo (Latest ed.), Business Process Reengineering, John Wiley.

## **MBA(F&A)EL-303B : Introduction to Micro Finance**

### **Course Objective:**

This course intends to develop the basic awareness of Microfinance and its various dimensions. It also attempts to provide exposure of the SHGs and Governmental support.

### **Course Outcome :**

On completion of this course the students will be able to,

1. recognize various credit lending models,
2. identify role of microfinance institutions,
3. assess the risk associated with microfinance.
4. assess and execute micro financial plans for achieving financial goals.

### **Course Outline:**

#### **UNIT-I: History of Microfinance:**

Introduction, history of Microfinance in India, Worldwide developments, Microfinance in Asia and Pacific.

#### **UNIT-II: Status of Microfinance in India:**

Introduction, History of Microfinance in India, Recommendations of various committees, Status of Microfinance in India, Outreach of Microfinance, Potential of Microfinance in India, Banking potential for Microfinance in India.

#### **UNIT-III: Models in Microfinance:**

Introduction, Models of Credit disbursement under microfinance, Models of SHGs in India, Models in International microfinance.

#### **UNIT-IV: Importance of SHGs:**

Introduction, Benefit of SHGs to members, Benefits to women, Benefits to Banks, Benefits to Government, Benefits to Voluntary Agencies and Benefits to Society

#### **UNIT-V: Livelihood Promotion:**

Introduction, Poverty in India, Livelihood Intervention, Livelihood Promotion efforts in India, Integrated Sectoral Strategies, Strategies for vulnerable segments of the population, Delivery of Livelihood, Models of Livelihood Problem, Income Generating Activities.

### **Suggested Readings:**

1. Bhaskaran, R. (2017). Microfinance - Perspectives and Operations, 2/e; Macmillan Education
2. Panda, Debadutta K. (2015). Understanding Microfinance, New Delhi: Wiley India
3. Bhole&Mahakud, Financial Institutions and Markets, Tata McGraw Hill Publishers, New Delhi.
4. Vasanth Desai, Financial Markets & Financial Services, Himalaya Publishers, Mumbai.
5. Indian Institute of Banking & Finance, Rural Banking, MacMillan Publishers, Mumbai.
6. Guruswamy S. Banking in the New Millenium, New Centry Publications, New Delhi.
7. Khan, MY, Indian Financial System, Tata McGraw Hill Publishers, New Delhi.
8. Basu K and K Jinal, Micro Finance: Emerging Challenges, TMG Hill Publishers, New Delhi.

## **MBA(F&A)EL-304B : Financial Consultancy and Wealth Management**

### **Course Objective:**

To acquire the ability to analyze and interpret the Advance financial Management and recommend solutions to practical problems. Understanding or grasping ability (Defining, stating, enlisting, identifying, and explaining concepts / provisions/theories/principles relating to the relevant subject area.)

### **COURSE OUTCOMES:**

After completion of this course, the students should be able to:

1. Understand the basic concept of Wealth Management.
2. Gain knowledge about Financial Planning and its tool.
3. Designing and construction of portfolios investment analysis.
4. Identify and study the trends of stock markets.
5. Make investment decisions taking into consideration various determinants influencing investment decisions.

### **COURSE OUTLINE**

#### **UNIT -1 :Introduction to Wealth Management:**

World's Wealth – Statistics and Forecast - World Wealth Report - Key Drivers of Wealth Management - The Players – Global and Indian - Wealth management Scenario - Wealth management – Indian Perspective Understanding the Wealth management Process: Savings Cycle and Wealth Creation Cycle - Client Segmentation, Wealth management tools - Ethical principles relevant to wealth management. Client Profiling and Lifestyle Guide to Investing: Asset Allocation Principles.

#### **UNIT -2 :Financial Planning: Need and Steps –**

Tax Planning: Fundamentals, Basic income tax saving techniques, Capital gains tax, Charity and tax; Insurance Planning: Human Life Value, Life Insurance, Health Insurance; Retirement Planning: Basics of retirement planning, Economic problems of retirement years, Steps in planning for retirement income, Sources of retirement income, Pension plans, Annuities and annuity schemes; Estate Planning: Need, objectives, methods of property disposition, using wills and trusts, settling the estate.

#### **UNIT -3 : Investment and Investment Products:**

Basics of Investing - Investment Objectives - Investment constraints - Investor Categorization- Investment styles and factors determining them - Fixed Income Products: Money Market -Instruments, Debt Securities - Variable Income Products: Equity and Equity Mutual Funds - Derivatives - Structured products -Credit cards. Risk Analysis of Investment Products. Mutual Funds, Systematic Investment Planning. Alternate Investment Options – Art, Gold, Antiques, Commodities, Real Estate etc.

#### **UNIT -4 :Portfolio Management Options and Performance Measurement of Portfolios:**

Direct Investing, Mutual Funds, Financial Planner's Advice, Stock brokers Research and Advice, Portfolio Tracking, Private Banking Options of Different Banks, and Discretionary Portfolio Management Services - Sharpe's ratio, Treynor's ratio, Jensen's measure, Information Ratio.

#### **UNIT -5 :Marketing of Financial Products:**

Relationship Marketing – Selling in a competitive environment - Steps in the relationship management process – Segment, Profile, Expose, Strategize, Execute, Monitor and review - Personal Selling skills. Behavioral Skills for Wealth Management – Time Management, Negotiation skills, Convincing skills, Etiquettes and Manners. Scams and Frauds: Know your customer, Money laundering, Investor Awareness, Regulation, Corporate Responsibility Act (SOX).

### **SUGGESTED READINGS :**

1. Katz , Deena :Practice Management for Financial Advisors,
2. Hallman, G, victor/Rosenbloom, Jerry S. : Personnel Financial Planning
3. Pawan Jhabak. : Wealth Management, Himalaya Publishing House
5. P. Pandin : Security Analysis and Portfolio Management
6. V.K. Bhalla : Investment Management
7. Shukla, S.K. – Direct Tax : Law and Accounts
8. Mehrotra, H.C. – Income Tax

## **MBA(F&A)IER-301: BUSINESS ETHICS**

### **COURSE OBJECTIVE**

The course aims to develop an understanding about the role of corporations in the society, developments in governance and corporate citizenship. The course will also provide necessary knowledge about business ethics and ethos.

### **COURSE OUTCOMES :**

After completion of this course, the students should be able to :

- Understand the value and necessity of giving back to the society.
- Appreciate accountability of business entities towards stakeholders and society.
- Understand the need for strong internal control in order to prevent corporate frauds.
- Build up traits in value system and become responsible global citizens.

### **COURSE OUTLINE :**

#### **Unit I : Concept**

Business Ethics : Concept, characteristics, importance, Indian ethos and values.

Approaches to business ethics : Theories of Ethics-Friedman's Economic theory, Kant's Deontological theory, Mill & Bentham's Utilitarianism theory.

#### **Unit II : Ethical Practices and Corporate Governance**

Ethics in marketing and advertising, Finance and accounting, Human resource management, Information technology, Copyright and patents, Environmental ethics (Carbon trading).

Code of ethics, Work ethics.

#### **Unit III : Corporate Social Responsibility**

Concept, relevance, models, importance in society,

Regulatory framework, SEBI guidelines and Clause 49, Audit committee,

Role of independent directors, changing role of board of directors.

#### **Unit IV : Areas of Corporate Social Responsibility**

Corporate Social Responsibility towards stakeholders : Shareholders, creditors, financial institutions, government, consumers, employees and workers, community and society.

Corporate Philanthropy.

#### **Unit V : Corporate Social Responsibility in India**

Role of NGOs and international agency

Corporate Social Responsibility in special companies : SMES, Family business, multi-national enterprises.

Concept of Secretarial Audit

Corporate Social Responsibility and Sustainability : Role in sustainable development, integrated reporting

### **SUGGESTED READINGS :**

1. Companies Act, 2013
2. Shailendra Kumar, Alok Kumar Rai – Business Ethics, Cengage Learning India Pvt. Ltd.
3. CSV Murthy – Business Ethics and Corporate Governance, HPH.
4. SEBI, 2015, Chapter IV, Listing Obligations and Disclosure Requirements Regulations
5. Sharma, J.P. (2016) – Corporate Governance, Business Ethics and CSR, Ane Books Pvt. Ltd, New Delhi
6. Prohibition of Insider Trading Regulations, 2015
7. Secretarial Standard on Meetings of the Board of Directors, SSI, The Institute of Company Secretaries of India
8. Mallin, Christin, A. – Corporate Governance (Indian Edition), Oxford University, Press, New Delhi
9. Sharma, J.P. – Corporate Governance and Social Responsibility of Business, Ane Books Pvt. Ltd, New Delhi
10. Boatright – Ethics and the Conduct of Business, Pearson Education.

## **SEMESTER IV**

### **MBA(F&A)CC-401: Quantitative techniques for Finance**

#### **Course Objective**

This course provides the quantitative foundations required to take informed investment decisions backed by data analysis and statistical inferences. The course introduces quantitative techniques that are used in asset valuation, portfolio management and financial decision making.

#### **Course Outcome**

- Understanding of the quantitative methods for finance
- Develop a systematic understanding of fundamental statistic and econometric concepts and methodologies
- Knowledge about Probability and Sampling
- Knowledge about Time Series Data
- Knowledge about Panel Data.

#### **Course Outline**

##### **Unit-1 Basic Financial Mathematics and Statistics Concepts**

Compounding and discounting; present value and future value calculations; annuities and perpetuities; dollar and time-weighted rate of return. Types of statistical data; measures of central tendency and dispersion.

##### **Unit-2 Probability Concepts and Sampling and Estimation**

Basic concepts of probability; random variables and probability; probability theorems; covariance and correlation; expected value and variance; probability distributions, Sampling and Estimation: Types of sampling and sampling distributions; point and interval estimates; confidence intervals.

##### **Unit-3 Hypotheses testing and Decision trees**

Hypothesis Testing and types of hypothesis testing; analysis of variance, Linear regression and correlation; multiple regression analysis. Decision Trees- Successive decisions and representing these in tree form with decision and change nodes.

##### **Unit-4 Basic time series concepts**

Fundamental topics in time series analysis, such as autocorrelation, White Noise processes and ARMA processes. Asset return volatility, ARCH/GARCH class of models- both Univariate and Multivariate.

##### **Unit-5 Advanced Quantitative Techniques**

Regression models with dummy explanatory variables, Distributed-lag regression models, Instrumental variables estimation, Panel data analysis- Pool effect, Random Effect and Fixed Effect, Problem of Autocorrelation, Heteroskedasticity, Serial Correlation.

#### **Suggested Readings**

1. Christoffersen, P.F. Elements of Financial Risk Management. (Academic Press, London, 2003).(PC)
2. Diebold, F.X. Elements of Forecasting. (Thomson South-Western, Canada, 2006) fourth edition. (FD)
3. Wilmott, P. Paul Wilmott on Quantitative Finance (selected chapters). 2nd ed. Wiley, 2006.
4. McNeil, A. J. et al, Quantitative Risk Management. Princeton University Press, 2005.
5. Enders W. Applied Econometric Time Series. 2nd ed., John Wiley & Sons, Inc., 2004 (WE)
6. Ruey S. Tsay (2002). Analysis of Financial Time Series.



## **MBA(F&A)EL-401A: Corporate Tax Planning And Management**

### **Course Objective:**

To acquire the ability to analyze and interpret the provisions of direct tax laws and recommend solutions to practical problems. Taxation of international transactions and Non-resident taxation, the provisions under the Income-tax Act, 1961, including

### **COURSE OUTCOMES :**

After completion of this course, the students should be able to

1. Know the provisions of the Income tax act
2. Study various heads of Income
3. Analyze the profit and gain from business or profession
4. Combine the learning across the financial accounting and financial management.

### **COURSE OUTLINE**

#### **UNIT -I : Introduction to Tax Management :**

Concept of Tax Planning; Tax Avoidance and Tax Evasion; Corporate Taxation and Dividend Tax; Tax Planning with Reference to Location, Nature and Form of Organization of New Business.

#### **UNIT -II : Tax Planning and Financial Management Decisions :**

Tax Planning Relating to Capital Structure Decision, Dividend Policy, Inter-Corporate Dividends and Bonus Shares.

#### **UNIT -III : Tax Planning and Managerial Decision :**

Tax Planning in Respect of Own or Lease; Sale of Assets used for Scientific Research; Make or Buy Decisions, Repair, Replacement, Renewal or Renovation and Shutdown or Continue Decisions.

#### **UNIT -IV : Special Tax Provisions :**

Tax Provisions Relating to Free Trade Zones, Special Economic Zones, Infrastructure Sector and Backward Areas; Tax Incentives for Exporters; 100% Export Oriented Units; Carry Forward and Set Off of Losses and Depreciation.

#### **UNIT -V : Tax Payment and Issues Related to Amalgamation :**

Tax Deductions and Collection at Source; Advance Payment of Tax; Tax Planning with reference to Merger, Demerger, Reversemerger etc.

### **SUGGESTED READINGS :**

1. Shukla, S.K. - Direct Tax : Law and Accounts, New Royal Book Co., Lucknow
2. Corporate tax Planning and Management by DrH.CMehrotra
3. Singhania, V.K. - Direct Tax : Laws and Accounts
4. Mehrotra, H.C. - Income Tax
5. Taxman - Income Tax
6. Bare Act - Income Tax Act 1961 & Income Tax Rules 1962,

## **MBA(F&A)EL-402A: FINANCIAL REPORTING SYSTEM AND PRACTICES**

### **Course Objective:**

This develops an ability to understand, analyze and interpret the basic framework of financial reporting.

### **Course Outcomes:**

After completing the course, the student shall be able to:

- describe the conceptual framework of financial reporting to have an understanding of components of financial statements.
- identify major disclosures related to financial statements.
- explain techniques of analysis of financial statements.
- analyze and interpret financial statements of companies.
- gain understanding of emerging areas in financial reporting - Accounting for Ecommerce business, value added statements and Integrated Reporting.

### **COURSE OUTLINE**

#### **Unit I: Introduction to financial reporting:**

Role of Accounting Standards in Financial Reporting, International Financial Reporting Standards, Concept, features and Comparison between Indian and International Accounting standards, Comparison between Indian and US, GAAPs. Overview of Financial Reporting System.

#### **Unit II: Reporting for Business Combinations:**

Corporate Financial Reporting, Accounting for Corporate Restructuring Reporting of Amalgamation, Absorption, Internal Restructuring, External Restructuring Accounting & Reporting for Corporate Damage.

#### **Unit III: Some Special Reporting:**

Issues in Corporate Financial Reporting with special reference to published financial statements, Segmental Reporting, Reporting for borrowing cost, Foreign currency transactions, Interim reporting.

#### **Unit IV : Corporate Social Reporting:**

CSR Reporting, Reporting for Non Profit and Public Sector Organisation, Public Utilities, Environmental Reporting, Recent Developments in Financial Reporting.

#### **UNIT -V: Developments in Financial Reporting:**

Sustainability Reporting, Accounting and Reporting of Financial Instruments and other External Reporting, Share based payments, Voluntary Disclosures, Reporting through XBRL (Extended Business Reporting Language)

### **SUGGESTED READINGS :**

1. Lawrence : Financial Reporting and Analysis
2. David Fredrick : Financial Reporting and Analysis
3. David Young & Jacob Cohen : Corporate Financial Reporting & Analysis
4. Financial Accounting and Reporting – Guidelines of ICAI
5. International Financial Reporting – Guidelines of IASB

## **MBA(F&A)EL-403A: Working Capital Management**

### **Course Objective:**

The objective of the course is to acquaint students with the importance of working capital and techniques used for effective working capital management.

### **Course Outcomes:**

After completion of this course, the students should be able to:

1. Understand how to evaluate a company's liquidity position.
2. Analyze factors affecting account receivables and payables.
3. Identify components of cash and prepare short term cash budgets.
4. Understand objective of inventory management and simple inventory control techniques.

### **Course Outline:**

#### **UNIT-I : Introduction:**

Concepts of Workings Capital; Gross and Net Working Capital; Nature, Scope and Objectives of Working Capital Management; Factors Influencing Working Capital Requirements; Estimating Working Capital Needs.

#### **UNIT-II : Financing Working Capital:**

Determining Financing Mix –Matching, Conservative and Aggressive Approaches; Costs and Risks of Financing Working Capital; Sources of working capital finance – Long term and short term finances Accruals, Trade Credit, Provisions, Short-term Bank Finance, Public Deposits, Commercial Paper and Factoring;

#### **UNIT-III : Management of Cash:**

Motives for Holding Cash; Need and Objectives of Cash Management; Cash Forecasting and Budgets; Cash Models;Cash Cycle, Baumol Model, Miller-Orr model, Stone Model.

#### **UNIT-IV : Management of Receivables:**

Concept and nature of Receivables; Cost and Benefits of Receivables; Managing Accounts Receivable – Optimum-size Determination; Sound Credit Policy – Credit Standard, Credit Period, Cash Discounts and Collections. Ageing schedule and decision tree analysis.

#### **UNIT-V : Management of Inventory :**

Major Determinants of the Volume of Inventory; Objectives of Inventory Management; Costs and Benefits of Inventory; Inventory Control and Planning; Inventory Control Techniques. Managing inventory – EOQ, ABC analysis, Just in Time, Reorder point subsystem, Safety stocks.

### **Suggested Readings:**

1. Bhalla, V.K.: Working Capital Management – Text & Cases, S. Chand & Co.
2. Bhattacharya, H: Working Capital Management – Strategies & Techniques, PHI
3. Rustagi, R.P.: Working Capital Management, Taxmann's
4. Pandey, I.M.: Financial Management, Vikas Publications.
5. Prasanna Chandra, Financial Management-Theory and Practice, Tata Mcgraw Hill, New Delhi.

## **MBA(F&A)EL-404A: INTERNATIONAL ACCOUNTING**

### **Course Objective-**

To acquaint the students with the international dimensions of accounting, foreign currency translation, transactional reporting and efforts at harmonization.

### **Course Outcome:**

Upon successful completion, students will have the knowledge and skills

- To demonstrate a solid understanding of contemporary practices and problems in selected areas of auditing.
- Explores the concept of Dealing and translation of foreign currency.
- It helpful in getting insight into the accounting practices followed at international level

### **Course Outline:**

#### **UNIT I- International Dimensions of Accounting:**

Meaning, Importance & Scope of International Accounting, and Internationalization of the Accounting in Select Countries, Classification of Financial Accounting and reporting System, Interaction between Accounting and its environment.

#### **UNIT II- Foreign Currency Translation:**

The Need for translation, Transaction of Foreign Currency, Financial Statement- Forward Exchange Contracts. International Accounting Standards on Foreign Currency Translation.

#### **UNIT III- International Dimensions of Financial Reporting:**

Transactional Reporting, Reporting Practices, Consolidation of Financial statements. . Financial Reporting and Disclosure: Issues in Global Context.

#### **UNIT IV- Harmonization of Accounting Practices:**

The Need for Harmonization, Methods of achieving Harmonization, Impediments to Harmonization, The Harmonization Process at work; Regional and Global Harmonization, International accounting standards, Indian accounting standards

#### **UNIT V- Analysis of Foreign Financial Statement:**

Techniques of Financial Statement Analysis, Analyzing global financial statements. Evaluation of Performance, Transfer Pricing, Managerial Issues in International Accounting.

### **Suggested Readings:**

1. Shirin Rathore; "International Accounting " PHI
2. A.K. Basu; "International Accounting Harmonization" University of Calcutta.
3. B.Banerjee; "Contemporary Issues in Accounting Research "IAA Research Foundation.
4. Meigs&Meigs ; "Accounting : The Basis for Business Decisions" McGraw Hills.
5. Belverd e, Needles Jr. "Financial Accounting". Pub. Houghton &Middlin.
6. Nobes, Comparative International accounting, Pearson Publication, New Delhi.
7. Saudagaran, M. Shahrokai, International accounting, A User perspective, Taxman India.

## **MBA(F&A)EL-401B: Venture Capital and Private Equity**

### **Course Objective**

This course is an advanced offering for those who intend to seek, or manage, venture capital funding. Accordingly it is appropriate for students who aspire to become CEO's of entrepreneurial ventures, partners of venture capital firms or managers of institutional funds that invest in venture capital or other private equity funds.

### **Course Outcome**

- Students who complete this course will be able to identify various sources of finance from sources like venture capital, angel financier, private equity and hedge funds and their working procedures.
- By the end of the course students will be able to compare different sources of finance and select the appropriate source for financing needs.
- Knowledge about Investing in Venture Capital Funds.

### **Course Outline**

#### **Unit-1 Concept of Venture Capital**

History of Venture capital, their classification and their different characteristics, Angel financiers, Hedge funds. Different models of VC, PE and hedge funds in India. Correlation of means of finance with project life cycle.

#### **Unit-2 Investing in Venture Capital Funds**

Investing in Venture Capital Funds: Venture Capital Investment Vehicles; The Life Cycle of a Venture Capital Fund; Specialization within the Venture Capital Industry; Stage of Financing.

#### **Unit-3Introduction Private Equity**

Meaning, types and Limitations. FundRaising& Fund Choosing, The Contribution of Private Equity and Private equity as a source of finance, private equity: definition, Is private equity right for your business?, Is there an alternative to private equity.

#### **Unit-4 Deal Sourcing and Evaluation**

Assigning Value, Deal Structuring - Private Equity Securities and Their Motivation, The Private equity business model, Creation of a fund and underwriting by professional investors, investing the fund, managing the investment, redistribution.

#### **Unit-5 Valuing companies**

Understanding the nature of business, Methods of valuation and its role throughout the venture capital process. Valuing companies with options: Real options. Difference in approach and evaluation process of PE, angel financier, Venture capitalist with Banks and financial institutions.

### **Suggested Readings :**

1. Benjamin, Gerald A., and Joel B Margulis (2005). Angel Capital, How to Raise Early stage, private equity Financing. New Jersey: John Wiley & Sons Inc.
2. Sampson,Guy Fraser (2007).Private Equity as an asset class. England: John Wiley & Sons Ltd.
3. David Rubenstein, Dan Schwartz, The Future of Finance: How Private Equity and Venture Capital Will Shape the Global Economy (Wiley Finance).
4. Josh Lerner, Ann Leamon, FeldaHardymon, Venture Capital, Private Equity, and the Financing of Entrepreneurship (Wiley Finance).
5. Taneja Satish.(2002).Venture Capital In India. New Delhi: Galgotia Publishing.
6. VENTURE CAPITAL & PRIVATE EQUITY Lerner, Hardyman, and Leamon.. 3rd ed. Boston, MA: John Wiley & Sons, Inc., 2005. Hereinafter VC & PE

## **MBA(F&A)EL-402B: Investment Management**

### **Course Objectives**

The course is designed for students pursuing careers within the investment community and financial markets, including professional money management careers (i.e., with investment counseling firms, mutual funds, etc.), investment banking careers, institutional sales and trading careers, and general financial careers. This also includes students interested in the dynamics of financial markets and in the analysis of investments and securities trading in competitive financial markets.

### **Course Outcome**

- Knowledge about Sources of Investment Information
- Knowledge of fund management
- To enable develop skills in analyzing various types of securities.
- To develop necessary skills in students to design and revise a portfolio of securities
- Explore and assess mutual funds, international security markets.

### **Course Outline**

#### **Unit-1 Introduction to Investment Management**

Investment: Attributes, Economic vs. Financial Investment, Investment and speculation, Features of a good investment, Investment Process. Investment Management, Nature and Scope, Investment Avenues, Sources of Investment Information.

#### **Unit-2 Fund management**

Historical mutual fund performance; Market efficiency and behavioral finance; Return based trading strategies; Performance of hedge funds; Statistical arbitrage. Investor's Life Cycle, Personal Investment, Personal Finance, Portfolio Management of Funds in Banks, Insurance Companies, Pension Funds, International Investing, International Funds Management.

#### **Unit-3 Valuation of securities**

Bond- Bond features, Types of Bonds, Determinants of interest rates, Bond Management Strategies, Bond Valuation, Bond Duration. PREFERENCE Shares- Concept, Features, Yields. Equity shares- Concept, Valuation, Dividend Valuation models.

#### **Unit-4 Portfolio Management**

Meaning of Portfolio Management, Portfolio Objectives, Portfolio Management Process, Selection of Securities, Portfolio Theory, Markowitz Model, Sharpe's Single Index Model, Efficient Frontier with Lending and Borrowing, Optimal Portfolio Capital Asset Pricing Model, Arbitrage Pricing Theory, Two Factor and MultiFactor Models.

#### **Unit-5 Diversification**

Expected portfolio returns and variance; Utility functions and expected utility; Risk aversion; The mean-variance problem; Capital allocation with other utility functions (CARA, CRRA); Estimating covariances: the index model; Abnormal returns: Treynor-Black model; Factor models.

### **Suggested Readings**

1. Hirt, G. & Block, S. (2012). Fundamentals of investment management. (10th ed.). New York, NY: McGraw-Hill Irwin.
2. Mrs. Meena Pandey, (2016), Investment Management, Himalaya Publishing House Pvt. Ltd.
3. Bodie, Zvi, Alex Kane, and Alan J. Markus, Investments, McGraw Hill, 2005 (Sixth Edition) or a Later Edition.
4. Elton, Edwin J., Martin J. Gruber, Stephen J. Brown, and William N. Goetzmann, Modern Portfolio Theory and Investment Analysis, John Wiley, 2007 (Seventh Edition) or a Later Edition.
5. Instefjord, Norvald, Investment Management Study Guide, London: University of London Press, 2009 or a Later Edition.

## **MBA(F&A)EL-403B: Innovations in Financial Management**

### **Course Objective:**

The objective of this paper is to make the learners understand the emerging trends of innovation in the area of Financial Management and the associated aspects that contribute to protecting or enhancing shareholder value, reducing risk or securing the organizations cash flow.

**Course Outcome:** After completion of this course, the students should be able to:

- Make the learners acquaint with the importance of appropriate financial operation and control systems
- Make the learners aware of the modern tools to manage risks with specific focus on new financial instruments and application of fintech
- Empowers students in understanding the recent developments in the field of financial management.

### **Course Outline:**

**Unit-I : Introduction to Innovation in Financial Management :**Meaning, concept ,Features and Scope of Innovations in Financial Management, Changing role of finance manager in a competitive global business environment such as Financial Reporting Evaluation of Financial Decisions Regulatory Compliance etc., New boundaries of financial management

**Unit-II : Innovation in financial planning and Financing :** Financial Risk Insurance, Investment Planning, Tax Planning. Planning for redemption or discharge of third party Financial investment , Innovation in Source of Financing such as Participating Loans, Mezzanine Finance Private Equity, Asset based Finance, Crowdfunding, Mini Bonds, Angel Equity, Invoice Factoring, bootstrapping etc.

**Unit-III : Technology Based Financing and Investment Decisions:** Use of Fintech in Cost of Capital, Financial Structuring ,Fund raising and Investment Decisions, profit planning and income Distribution.

**Unit-IV:Business Valuation an Information Technology for Finance :**Conceptual Framework of Valuation; Methods of Valuation; and other Approaches to Value Measurement. Designing Capital Structure Profitability Aspect; Liquidity Aspect; Control; Application of Spreadsheet in Finance using the Worksheet, Formatting and Alignment Options, Number Formats, Entering Formulas, Capital Budgeting Decisions using Excel Estimating the Cash Flows,

**Unit-V : TECHNOLOGY DRIVEN FINANCIAL INNOVATIONS :** Value Creation through Financial Intervention ;Financial Engineering and Remodeling, Process innovations, Product innovations application of softwares and various tools of financial technology in identifying the financial solutions for investors and other stakeholders.

### **Suggested Readings:**

1. Chandra, Prasana: Financial Management; Tata McGraw Hill, New Delhi, 2008.
2. Brealey and Meyers: Principles of Corporate Finance: Tata McGraw Hill, New Delhi, 2008. ;.
3. Keown, Martin, Petty and Scott (Jr): Financial Management: Principles and Applications; Prentice Hall of India, New Delhi, 2002.
4. Gitman, L.J: Principles of Managerial Finance; Addison Wasley, 2009.
5. Vanhorne, James C: Financial Management and Policy; Prentice Hall of India, New Delhi, 2002.
6. AlBright Winston Zappe, Data Analysis & Decision Making with Microsoft Excel, Duxbury Press, 1999.
7. Timothy R. Mayes / Toss M. Shank, Financial Analysis for Windows, Dryden Press, 1997.
8. Wayne L. Winston, Microsoft Excel Data Analysis and Business Modeling, Prentice Hall of India, 2004

## **MBA(F&A)EL-404B: Advance Financial Management**

### **Course Objective:**

To acquire the ability to analyze and interpret the Advance financial Management and recommend solutions to practical problems. Understanding or grasping ability (Defining, stating, enlisting, identifying, and explaining concepts/ provisions/theories/principles relating to the relevant subject area.)

### **COURSE OUTCOMES:**

After completion of this course, the students should be able to:

1. Learn about the various sources of finance available to businessmen.
2. Ability to select an investment proposal by analyzing the compounded and discounted value of money invested.
3. Understand the theories and factors upon which dividend and financing decisions are taken.

### **COURSE OUTLINE**

#### **UNIT I: Working capital management**

Determination of level of current assets. Sources for financing working capital. Bank finance for working capital. (No problems on estimation of working capital). Working capital financing: Short term financing of working capital, long term financing of working capital. Working capital leverage.

#### **UNIT II: Capital structure decisions**

Capital structure & market value of a firm. Theories of capital structure – NI approach, NOI approach, Modigliani Miller approach, Traditional approach. Arbitrage process in capital structure. Planning the capital structure: EBIT and EPS analysis. ROI & ROE analysis. Capital structure policy.

#### **UNIT III: Cash Management**

Forecasting cash flows – Cash budgets, long-term cash forecasting, monitoring collections and receivables, optimal cash balances – Baumol model, Miller-Orr model, Strategies for managing surplus fund.

#### **UNIT IV: Dividend policy – Theories of dividend policy:**

Relevance and irrelevance dividend decision. Walter's & Gordon's model, Modigliani & Miller approach. Dividend policies – stable dividend, stable payout and growth. Bonus shares and stock split corporate dividend behavior. Legal and procedural aspects of dividends Corporate Dividend Tax.

#### **UNIT V: Receivables Management**

Credit management through credit policy variables, marginal analysis, Credit evaluation: Numerical credit scoring and Discriminate analysis. Control of accounts receivables, Problems on credit granting decision. **Inventory Management:** Determinations of inventory control levels: ordering, reordering, danger level. EOQ model. Pricing of raw material. Monitoring and control of inventories, ABC Analysis.

### **SUGGESTED READINGS:**

1. Bhalla, V.K. : Working Capital Management – Text & Cases, S. Chand & Co.
2. Bhattacharya, H : Working Capital Management – Strategies & Techniques, PHI
3. Rustagi, R.P. : Working Capital Management, Taxmann's
4. Pandey, I.M. : Financial Management, Vikas Publications.
5. Bimal Jaiswal & Leena S. Shimpi – Business Finance/Financial Management



## **MBA(F&A)IRA-401: Financial Regulation in India**

### **COURSE OBJECTIVES:**

To acquire the ability to analyze and interpret the Advance financial Management and recommend solutions to practical problems. Understanding or grasping ability (Defining, stating, enlisting, identifying, and explaining concepts / provisions/theories/principles relating to the relevant subject area.)

### **COURSE OUTCOMES:**

After completion of this course, the students should be able to:

- Evaluate the notions and ideas of thought that have shaped theoretical basis for Concept of Financial System
- Examine the Indian money market and its instruments.
- Learn the fundamentals of Capital Market and its main Function in India.
- Understand the major Indian financial institution and financial product in India.

### **COURSE OUTLINE**

#### **UNIT -1 :CONCEPT OF FINANCIAL SYSTEM**

Formal and informal financial systems, Functions of financial system, Nature and Role of financial institutions and financial markets, Financial system and the economy.

#### **UNIT -2 :MONEY MARKET:**

Emerging Structure of Indian Money Market; Instruments of Money Market; Money Mutual Funds — An Overview and 12131's Regulatory Guidelines; Commercial Banks — Role in Industrial Finance and Working Capital Finance.

#### **UNIT -3 :CAPITAL MARKET:**

Concept, Structure and Functions of Capital Market; Primary Market- Instruments of Issue and Methods of Flotation; Secondary Market — Concept, Market Players, trading System and Settlement.

#### **UNIT -4 :INSTITUTIONAL STRUCTURE — INDIAN FINANCIAL INSTITUTION:**

Development Banks- FCLICICI, Sits and IDBI: Investment Institutions —UTI and other Mutual Funds; Insurance Organization- Life Insurance Corporation of India, SEI31: Scope and Functions, Objectives of SEBI.

#### **UNIT -5 :FINANCIAL PRODUCTS:**

Leasing, Hire Purchase, Factoring, Housing Finance, Micro Finance and Forfeiting. CREDIT RATING: Meaning, Functions, Importance, Credit Rating Agencies. DERIVATIVES: Basic Introduction. Investments and Merchant Banks, Depository and Custodians.

### **SUGGESTED READINGS:**

1. L.M. Bhole - Financial Institutions and Markets
2. M.Y. Khan - Indian Financial System
3. Bimal Jaiswal & BhuvanaVenkatraman – Financial Market, Institution and Financial Services
4. R.M. Srivastava - Management of Indian Financial Institutions
5. S.C. Kuchal - Corporation Finance
6. Bharti V. Pathak - Indian Financial System
7. Kohn Meir - Financial Institutions & Markets
8. Madura Jeff - Financial Institutions & Markets
9. H.R. Machiraju - Indian Financial System
10. Vasant Desai - The Indian Financial System
11. V.P. Agarwal - VittiyaBazon Ki Karyapranali (Hindi) E. Gordon, K. Natrajan, Agarwal - BhartiyaVittiya Bazar EvamSevain (Hindi)
12. RBI Publications