



## COURSE LISTINGS

**101 Organisational Behaviour - I :** Nature of Organisational Behaviour; Theories of Organisation Behaviour ; Organisational setting; Group dynamics and organisational behaviour ; Conflict and intergroup behaviour ; Motivation and organisational behaviour ; Communication and group decision making ; Leadership ; Organisational controls.

**102 Micro Economics :** Demand and Supply Analysis ; Production ; Cost of Production ; Profit Maximisation and Competitive Supply ; Competitive Markets ; Market Power - Monopoly , Monopsony, Monopolistic Competition and Oligopoly ; Market for Factor Inputs ; General Equilibrium and Economic Efficiency; Externalities and Public Goods.

**103 Financial Accounting:** Understanding Financial Statements ; Analysis of Financial Statements- Ratio Analysis, Funds Flow Statement, Cash Flow Statement ; Accounting Concepts and Conventions; Accounting for Depreciation, Price level changes ; Appropriation of Profits ; Recent Trends in Corporate Reporting.

**104 Quantitative Techniques :** Managerial decision making and Statistics; Frequency distribution and their analysis; Index Numbers; Probability concepts, rules and probability distributions; Sampling and sampling distribution ; Estimation ; Tests of Significance ; Constructions of Confidence intervals for means and proportions ; Simple Linear regression analysis; Simple Correlation analysis; Multiple regression and correlation analysis; Time series analysis.

**105 Legal Aspects of Business :** Main provisions of : Indian Contracts Act, 1872 ; Negotiable Instruments Act, 1881; Companies Act, 1956 ; Monopolies & Restrictive Trade Practices Act, 1969 ; Consumer Protection Act, 1986 ; Securities & Exchange Board of India Act, 1992 ; Patents Act; Securities & Contracts Act, 1956 ; Sick Industrial Companies Act, 1985 ; Foreign Exchange Regulation Act.

**106 Computers and Business:** Introduction to Computer Systems ; Components of a Computer System ; Computer Software and Hardware ; Introduction to Networking Concepts - Local Area Network, Wide Area Network, E-mail, Internet ; Storage & Retrieval of Data ; Application Packages -Spread Sheets, Word Processing, Data Base Management Systems Packages, Graphics, Statistical Packages, Financial Packages.; Managing Data Processing in Organisation; E-commerce.

**201 Organisational Behaviour - II :** Relevance of Organisational Behaviour; Organisational Change, Change Process, Resistance to Change, Management of Change; Organisational Development, Approaches to Organisational

Development, Organisational Development Process; Team Building; Organisational Dynamics, Power & Politics; Organisational Climate, Components of Organisational Climate; Morale; Organisational Culture & Sub-cultures; Socialisation.

**202 Management Accounting :** Managerial Accounting Environment; Cost Flows and Concepts; Structure and Analysis of Cost ; Techniques of Costing ; Cost-Volume-Profit Analysis ; Standard Costing and Variance Analysis ; Budgeting & Budgetary Control ; Inventory Planning & Control; Pricing Decisions.

**203 Management Science :** Scientific decision making ; Mathematical models and decision theory ; Linear Programming (Resource Allocation) - Graphical and simplex method, Transportation and Assignment, Duality and Post Optimality, Sequencing, Game Theory, Queuing Theory, PERT/CPM, Markov analysis ; Non-Linear Programming - Integer programming and its applications, Goal programming , Formulation and applications, Application of Dynamic Programming, Simulation Techniques and Applications, Cases of Operations Research

**204 Macro Economics & Public Finance :** National Income Concepts and Methods of Estimating ; Theory of National Income Determination; Analysis of Money Market ;Credit Market- Working and Control Mechanism; General Equilibrium - IS-LM Model ; International Aspects of Macroeconomics ; Theory of Public Finance ; India's Public Finance ; Macroeconomics Policies.

**205 Marketing Management :** Assessing Marketing's Critical Role in Organisational Performance; Building Customer Satisfaction ; Analysing Marketing Opportunities ; Marketing Information & Measuring Market Demand ; Analysing Customer Markets and Buying Behaviour; Developing Marketing Strategies ; Differentiating and Positioning the Market Offering; Developing New Products; Managing Life-Cycle Strategies; Designing Marketing Strategies for Market Leaders, Challengers, Followers and Nichers; Managing Product Lines, Brands, and Packaging ; Managing Service Businesses; Designing Pricing Strategies and Programs; Selecting and Managing Marketing Channels; Market Logistics; Advertising, Sales Promotion, and Public Relations; Managing the Sales Force; Direct and On-line Marketing; Organising, Implementing, Evaluating, and Controlling Marketing Activities

**206 Business Communication Skills :** Concept of Communication, Communication Process Model, Barriers to Communication ; Written Communication, Formal Reports, Technical Reports, Business Correspondence, Notices, Agenda and Minutes, Handbooks and Manuals,

Research Papers and Articles ; Oral Communication - Dyadic Communication, Meetings, Seminars and Conferences, Group Discussions, Audio-Visual Aids ; Non-verbal Communication- Personal Appearance, Posture, Gesture, Facial Expression, Eye Contact, Space Distancing.

**301 Human Resources Management :** Basic Concepts of HRM ;Employment Function; Manpower Planning at the Enterprise Level ; Performance Evaluation ; Post Appraisal Actions ;Wage and Salary Administration; Fringe Benefits ; Motivation ; Morale in Work Group ; Industrial Relations.

**302 Financial Management :** Basic Concepts of Valuation ; Investment Decisions -Techniques of Capital Budgeting; Cost of Capital ; Risk Analysis in Capital Budgeting ; Financing Decisions - Theories of Capital Structure, Planning the Capital Structure, Assessment of Debt Capacity ; Dividend Decisions, Models of Dividend Policy ,Legal Aspects of Dividends; Working Capital Management, Financial Statement Analysis.

**303 Applied Econometrics :** Introduction to Nature and Scope of Econometrics ; Linear Models; Extension of the Linear Model ; Generalised Least Squares (GLS) estimation ; Simultaneous Equations models ; Monte Carlo Studies, Simulation process, Evaluating simultaneous models; Simultaneous confidence intervals.

**304 Indian Financial System:** Structure & Functions of Financial System, Equilibrium in Financial Markets; Overview of the Indian Financial System ; Reserve Bank of India; Commercial Banking in India; All India Development Finance Institutions; Financial Sector Reforms ; Specialised Financial Institutions ; Money Markets; Capital Markets ; Mutual Funds ; Credit Rating ; Non-Banking Financial Companies ; Venture Capital; Foreign Institutional Investors ; Insurance Companies.

**305 Corporate Taxation :** Nature and Scope of Corporate Taxation ; Taxation for Property Business , Individual, Partnership Firms ; Corporate Tax and Procedure ; Assessment Procedure, Gift Tax ; Wealth Tax; Sales Tax; Excise Duty; Custom Duties

**306 Research Methodology :** Meaning of Research Methodology, Defining the Research Problem, Research Design, Sampling Design, Measurement & Scaling Techniques, Methods of Data Collection, Processing & Analysis of Data, Testing of Hypothesis, Interpretation & Report Writing.

**401 Financial Services :** Overview of Financial Services; Fund-based Financial Services - Lease Financing, Hire- Purchase Finance and Consumer Credit, Factoring and Forfeiting, Bill Discounting, Housing Finance, Insurance Services, Venture Capital Financing, Fees-based Financial



## COURSE LISTINGS

Services -Merchant Banking, Capital Issues Management, Stock Broking, Credit Rating, Corporate Advisory Services.

**402 Mergers & Acquisitions :** Types and Motives of Restructuring; Reasons for Corporate Restructuring; Formulation of a Corporate Restructuring Strategic Plan ; Valuation - Free Cash Flows Basis, Dividend Growth Basis, P/E basis; Sell-Offs; Divestitures ; Spin-Offs; Equity Carveouts ; Leveraged Buyouts ; Master Limited Partnership; Accounting Aspects of Mergers; Regulatory Environment in India ; SEBI Takeover Code, 1997; Relevant Provisions of the Companies Act, 1956 and other laws; Defense Mechanism; Negotiation Process.

**403 Project Management :** Investment Decision Making - Basic Consideration : Risk and Return; Identification of Investment Opportunities ; Market Appraisal ; Technical Appraisal ; Estimates and Projection ; Financial Appraisal ; Social Cost Benefit Analysis ; PERT and CPM - Time and Resource Planning ; Project Review and Control Stop by Stop Procedure

**404 Corporate Tax Planning :** Nature and Scope of Corporate Taxation ; Methods of Tax Planning ; Selection of Appropriate Form of Organisation; Corporate Tax Management Through Managerial Decision ; Accounting Precautions To Maximise a Tax Relief ;Tax considerations in certain cases.

**405 Capital Markets & Financing :** Overview of Capital Markets; Capital Market Instruments ; Securities & Exchange Board of India; Secondary Markets ; Management of Public Issues ; Listing of Securities ; Raising Funds in Overseas Market ; Foreign Investment

**406 Investment Management :** Objectives of Financial Investment; Markets for Securities; Security Returns and Valuation ; Risk Factors ; Economic Analysis ; Industry Analysis ; Company Analysis ; Technical Analysis ; Bond Analysis ; Stock Market in India ; Indian P/E Ratios & their Role ; Securities Market Systems & Dynamics.

**501 International Finance:** Scope of International Finance, Balance of Payment & Exchange Rate Determination ; Foreign Exchange Market ; Forward Exchange Rates ; Currency Futures ; Currency Options ; Evolution of International Monetary and Financial System ; International Investment ; Exchange Rate Management ; International Banking ; Nature of Global Financial Market ; Growth and Special Problems of Multinational Corporations; Financial Dimensions of International Trade ; Multinational Working Capital Management ; Foreign Trade Financing.

**502 Corporate Strategy & Business Policy :** Concept of Corporate Strategy ; Mission, Objectives & Goals ; Social Aspects of Business Policy ; Environmental Analysis

of Business Policy ; Analysis of Internal Resources ; Strategic Planning ; Choice of Strategy ; Strategy Implementation ; Review and Evaluation of Strategy.

**503 Advanced Financial Analysis:** Capital Budgeting Decisions under Risk & Uncertainty - Mathematical Programming Techniques, Linear Programming Method, Integer Programming Method, Goal Programming Model, Simulation, Fuzzy Goal Programming Model, Stochastic Goal Programming Model; New Financial Instruments/Concepts; New Sources of Finance; Shareholder Value Creation; Predicting Industrial Sickness- Using Ratio Analysis, Altman's Z score; Securitisation.

**504 Portfolio Management :** Basic Approaches to Portfolio Management ; Portfolio Theory ; Bond Management Strategies ; Portfolio Selection ; Portfolio Analysis ; Portfolio Management and Performance Measurements ; Portfolio Revision Techniques ; Management of Mutual Funds ; Modifying Portfolio with Derivatives; International Diversification.

**505 Financial Engineering :** Financial Engineering vs. Financial Analysis ; Knowledge Base of the Financial Engineer-Mathematical & statistical skills, Modelling skills, Product knowledge, Knowledge of relevant technology, Accounting, Tax and Legal ; Using Financial Engineering - Interest rate dimension, Foreign Exchange dimension, Commodity price dimension, Tax dimension, Pension Portfolio dimension, Analysing the Balance Sheet, Modelling a firm's exposures ; Product Development ; Future Directions In Financial Engineering; Legal protections for innovative financial products and services.

**506 Management Control System :** Meaning, Nature and Objectives of Management Control System ; Systems Theory & Management Control ; Financial Control ; Management Control in Functional Areas - Production & Inventory Control , Marketing & Distribution Control, Personnel Function, Management Control in Service Organisation.

**601 Derivatives, Futures & Options:** Forward Contracts, Futures Contracts, Options and Other Derivative products, Types ; Hedging with Options ; Arbitrage with Options ; Arbitrage and Pricing - Black-Scholes Options Pricing Model, Binomial Model of Cox, Ross and Rubinstein, Economic Assumptions of Continuous Time Model ; Stochastic Differential equilibrium ; Brownian Motion and ITO's Lemma ; Historical & Implied Volatility ; Options, Greek Hedging Schemes ; Application to Corporate Securities ; Passage Time Method Real options ; Structural Models of Defaultable Bonds ; Term structure of Interest rates ; Multifactor Models ; Pricing of

Term Structure Derivatives ; Heath, Jarrow Morton Model of Forward rates ; Optimal portfolio & Consumption choice ; Equilibrium model including CCAPM.

**602 Business Environment and Ethics :** Economic Environment, Factors affecting Demand, Market Environment, Value Systems, Trends & Structure of Indian Economy; Socio-Cultural Environment, Class Structure, Demographic Profile, Life Styles ; Financial Environment, Fiscal System; Environment & Ecology, Ecosystem, Deterioration in Environment & Ecological Imbalances, Threats to Ecosystems, Government Policy towards Environment; Political Environment , Shift in Political Weather, Effects of Attitudes/ Preferences; Business Environment, Industrial Policy, Privatisation, Policy on Foreign Investment & Technology ; Business Ethics.

**603: Insurance Management:** Basic concepts, Role & Importance of Insurance, Evolution of Insurance Business, Current Status of Insurance in India, Role of Information Technology and Intermediaries; International Experience, Broker's Agency & Regulation, Measuring Insurance Risk, Loss Minimisation & Financial Planning, Life Insurance- Nature and Types of Life Insurance Policies, Annuities, Measurement of Risk, Mortality Table, Calculation of Premium, Investment of Funds, Surrender Value; Marine Insurance- Nature, Marine Insurance Policies, Policy Conditions, Premium Calculations, Payment of Claims; Fire Insurance- Nature and use of Fire Insurance, Kinds of Policies, Rate Fixation, Re-Insurance; Miscellaneous Insurance- Motor Insurance, Personal Accident Insurance, Health Insurance, Rural Insurance in India; Regulatory Framework in India- Insurance Act 1938, Life Insurance Act 1956, Marine Insurance Act 1963, Role of Insurance Regulatory Authority.

**700 Project Work (Equivalent to 3 courses) :** With the objective of providing greater flair of corporate experience, each participant is required in Semester VI, to be associated with a Corporate House and choose a practical problem relevant to the Company. The participant is expected to understand/ comprehend the problem, evaluate the various options and then suggest feasible solutions for the same.



This tailor-made course has provided me competence and has helped generate a holistic financial acumen that I think will evolve me as a perfect finance professional in the years to come.

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MBF '01