Learning Outcomes Based Curriculum Framework (LOCF)

(As per NEP 2020)

For All AICTE Approved Vikram University Affiliated Institutes

Two Year MBA (Financial Administration) Program

Program Objectives: The Program objectives are to develop students as professional managers and administrators for private, public and other growing sectors of the economy. The main thrust of this program is not only to develop the academic skills of the students but also to provide new insights in the dynamic Atamnirbhar Bharat's environment. Students' life skills, students' analytical and decision making abilities in the core and in the functional areas are also brushed.

Our Core Objective is to ensure and implement the active and collaborative Learning pedagogy with the help of Creation of Effective Scenarios, Management Simulation, Case Studies, Business Games, Role Playing as also envisaged in the New Education Policy. Online/Offline Presentations are also encouraged to develop Atamnirbhar Bharat's Students' personalities.

Program Outcomes:

• A Post graduate with a Master's Degree in Business Administration (Financial Administration) will surely have in-depth and detailed functional knowledge of the fundamental theoretical concepts and practical issues of the dynamic, ever changing business world and cater to all Finance areas of the economy.

• Our PGs will have rich knowledge of General Management as well as of specific Finance skills in planning and functional decision making and other emerging Finance areas.

Program Specific Outcomes:

• Our students will learn the multiple skill sets in examining specific business situation phenomena theoretically and also from a practical perspective, and enable them to run family business/ and alone courage them to go for own business startups/family ventures/MSMEs

• The Vibrant Atamnirbhar Bharat's young generation of Management PGs will be able to contribute to the new business ideas with new business insights as well as innovative new applications of business research.

• Our Program Regulator AICTE's Mandatory Summer Internship for all the students of the Program is one of the Key Hands-on Learning System Outcome, enabling and exposing them to the ground realities of the ever changing business world as well as competitive and Dynamic Financial Climate.

The Professional program is divided into Four Semesters. The First Two Semesters Core Conceptual / fundamental management subjects are offered to all students. In the Last Two Semesters, Financial Administration (FA) Specialization Subjects are extensively offered to the students. Active and collaborative Learning pedagogy with the help of Creation of Effective FA Scenarios, FA Simulation, FA Case Studies, Business Games, Role Playing and other Online/Offline Presentations are also encouraged. Seminars/Webinars, Quizzes, Guest Lectures, Alumni Interaction with experience sharing from Industries is also explored from time to time. Periodic Internal exams, External University Assessment, Oral Quizzes, Group Discussions and even feedback of students/faculty is also being encouraged for better Quality delivery. An effective teaching-learning process, imparting life skills to students, and Social –Industry connect Research Works/ OBEs Assignments based OBL Practices are also being undertaken and encouraged.

SYLLABUS

TWO YEAR MBA (Financial Administration) PROGRAM

(Effective from Batch 2021-23)

(As per New Education Policy 2020)

(for All AICTE Approved Vikram University Affiliated Institutes)

(Approved in the Meeting of Board of Studies in Management held on 21/10/2021 and Applicable from the Academic Session 2021-22)

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FACULTY OF MANAGEMENT STUDIES
VIKRAM UNIVERSITY, UJJAIN

21.10.2021 21.10.21 21.10.2021

FACULTY OF MANAGEMENT STUDIES

VIKRAM UNIVERSITY, UJJAIN

TWO YEAR M.B.A. (Financial Administration) PROGRAM

(Effective from Batch 2021-23)

COURSE STRUCTURE

M.B.A. (Financial Administration) FIRST SEMESTER

S. No.	Course Code	Title	End Term Sem. Exam.	Internal Continues Evaluation	Max Marks	Credit	Distribution of Credit	
						C	L	T
1.	FT-FA-101	Management Concept and Process	85	15	100	4	3	1
2.	FT-FA-102	Managerial Economics	85	15	100	4	3	1
3.	FT-FA-103	Accounting for Managers	85	15	100	4	3	1
4.	FT-FA-104	Organisational Behaviour	85	15	100	4	3	1
5.	FT-FA-105	Business and Legal Environment	85	15	100	4	3	1
		Total			**500**	**20**	**15**	**5**

(C=Credit per week)(L=Lectures per week)(T=Tutorials per week)

MBA (Financial Administration) SECOND SEMESTER

S. No.	Course Code	Title	End Term Sem. Exam.	Internal Continues Evaluation	Max Marks	Credit	Distribution of Credit	
						C	L	T
1.	FT-FA-201	Human Resource Management	85	15	100	4	3	1
2.	FT-FA-202	Financial Management	85	15	100	4	3	1
3.	FT-FA-203	Marketing Management	85	15	100	4	3	1
4.	FT-FA-204	Production and Materials Management	85	15	100	4	3	1
5.	FT-FA-205	Communication Skills	85	15	100	4	3	1
		Total			**500**	**20**	**15**	**5**

(C=Credit per week)(L=Lectures per week)(T=Tutorials per week)

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MBA (Financial Administration) THIRD SEMESTER

S. No.	Course Code	Title	End Term Sem.	Internal Continues Evaluation	Max Marks	Credit	Distribution of Credit	
						C	L	T
1.	FT-FA-301	Security Analysis and Portfolio Management	85	15	100	4	3	1
2.	FT-FA-302	Management of Financial Services & International Finance	85	15	100	4	3	1
3.	FT-FA-303	**Insurance and Bank Management**	85	15	100	4	3	1
4.	FT-FA-304	**Social Banking and Microfinance**	85	15	100	4	3	1
5.	FT-FA-305	**Working Capital Management**	85	15	100	4	3	1
6.	FT-FA-306	**SUMMER INTERNSHIP**			50	4 (VC)		
		Total			**550**	**20+(4) VC**	**15**	**5**

(C=Credit per week)(L=Lectures per week)(T=Tutorials per week) (VC-Virtual Credit)

MBA (Financial Administration) FOURTH SEMESTER

S. No.	Course Code	Title	End Term Sem. Exam.	Internal Continues Evaluation	Max Marks	Credit	Distribution of Credit	
						C	L	T
1.	FT-HR-401	Business Research Methods	85	15	100	4	3	1
2.	FT-HR-402	Corporate Taxation	85	15	100	4	3	1
3.	FT-HR-403	**Personal Financial Planning**	85	15	100	4	3	1
4.	FT-HR-404	**Credit Management And Retail Banking**	85	15	100	4	3	1
5.	FT-HR-405	Entrepreneurship	85	15	100	4	3	1
6.	FT-HR-406	Comprehensive Viva-voce			50	4 (VC)		
		Total			**550**	**20+(4)VC**	**15**	**5**

(C=Credit per week)(L=Lectures per week)(T=Tutorials per week) (VC-Virtual Credit)

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Examination Scheme

Syllabus, Two Year MBA (Financial Administration) Program, (Effective from Batch 2021-23) as per NEP 2020 (for All AICTE Approved Vikram University Affiliated Institutes) Vikram University, Ujjain

1. **Each paper shall consist of 85 marks in External Exam and 15 Marks for Internal Continues Evaluation.**
2. **Internal Continues Evaluation of 15 marks in each subject shall be as below (Institute can opt any one Scheme (Scheme A or B) for Internal Assessment):**

SCHEME-A: **Internal Assessment shall consist of two Internal Tests of 15 marks each, out of which the higher of the two shall be considered the Internal Marks obtained by the Student.**
SCHEME-B: **Assignment/Participation/Seminar Presentation/Attendance etc. of 15 marks**

3. **A Maximum of 2 papers in One Semester, he/she will be allowed to carry the same in next semester (ATKT), and the candidate will be required to have to pass such papers before the end of Fourth Semester Examinations. However, the candidate fails in more than 4 papers in two semesters (2 papers in one semester) shall not be allowed to avail the advantage of ATKT.**
4. **If the candidate fails in more than 2 papers in One Semester, he/she will be declared Fail and he/she will not be given the advantage of ATKT.**
5. **There shall be no ATKT in Fourth Semester.**
6. **The minimum passing marks in individual paper is 36% (including End Term Semester Exam and Internal Continues Evaluation) and 48% marks in aggregate to qualify the semester.**
7. **All the provisions as stated in MBA Ordinance No.27 of Vikram University are applicable for the above program. In ace of any dispute / any matter (s) not covered in the ordinance the decision of the BOS / of the Vice Chancellor shall be final.**

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MANAGEMENT CONCEPTS & PROCESSES
(FT-FA-101)
(Effective from Batch 2021-23)

OBJECTIVES: The objective of this course is to deliver the in-depth knowledge about various concepts and processes of management to the students. It highlights the principles, functions, responsibilities of the manager, provide them tools and techniques to be used in the performance of the managerial job, and enable them to analyze and understand the environment of the organization.

OUTCOMES: After completion of course, the students will be able to understand thevarious concepts, principles, functions and practices of management. Better understand the key role of managers in an organization. Learn about coordination, decision making concept and able to enhance their potential skills.

- Scientific Management Approach to Management, System Approach to Management, Human Relations Approach to Management, Principles of Management.
- The Concept of Planning, Process of Planning, Types of Plans, Management by Objectives (MBO).
- Process of Organizing – Span of Management and Levels of Authority, Delegation of Authority, Decentralization of Authority, Line and Staff Organization.
- Nature & Process of Decision Making – Group Decision Making, Guidelines for Effective Decision Making, Management by Exception.
- Concept and Process of Management Control, Types of Control, Principles of Controlling, Techniques of Management Control.

Suggested Readings:

Stoner and Freeman, Management, Prentice Hall, N. Delhi.

Koontz, O' Donnell & Wechrich, Essentials of Management- An International Perspective, Tata McGraw Hill, New Delhi.

Peter F. Drucker, Management - Tasks, Responsibilities and Practice, Allied Publishers, Ahmedabad.

Peter F. Drucker, The Practice of Management, Allied Publishers, Ahmedabad.

Massie, Essentials of Management, AITBS, New Delhi.

Terry and Franklin, Principles of Management, AITBS, New Delhi

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MANAGERIAL ECONOMICS
(FT-FA-102)
(Effective from Batch 2021-23)

OBJECTIVES: The aim of this course is to explain the nature and scope of managerial economics, role and responsibilities of economists. Students will thoroughly understand the law of demand, law of returns, market competition, BOP, National Income and Cost Benefit Analysis.

OUTCOMES: After completion of course, the students will be able too understand theconcepts of micro and macro economics and exposed to theoretical and practical aspects of computation of BOP and National Income and other market competition dynamics.

- Nature and Scope of Managerial Economics, Fundamental Concepts in Managerial Economics, Role and Responsibilities of Managerial Economist.
- Law & Nature of Demand, Demand Determinants, Demand Forecasting, Demand Function, Elasticity of Demand, Consumer Surplus.
- Law of Returns and Production Functions, Cost Concepts, Cost Classifications, Economies and Diseconomies of scale, Cost-Output relationships.
- Price-output decisions under different market conditions - Perfect and Imperfect Competition, Monopoly, Monopolistic Competition, Oligopoly, Non-Price Competition.
- Input- Output Analysis, Trade Cycle, Balance of Payments, Concept and Measurement of National Income, Cost Benefit Analysis.

Suggested Readings:

Adhikary,M. Business Economics., New Delhi, Excel Books.

Varshney & Maheshwari, Managerial Economics, Sultan Chand, New Delhi.

Chopra, O.P., Managerial Economics, New Delhi, Tata Mcgraw Hill.

Keat Paul G & Philips K.Y. Young, Managerial Economics, Prentice Hall, NewJersey.

Koutsoyiannis, A. Modern Micro Economics, New York, Macmillan.

Trivedi M L, Managerial Economics, Tata McGraw- Hill, New Delhi.

Mehta P.L., Managerial Economics : Analysis, Problems & Cases, Sultan Chand & Sons, New Delhi.

Mathur, N.D.(2010), Managerial Economics, Jaipur:Shivam Book House

ACCOUNTING FOR MANAGERS
(FT-FA-103)
(Effective from Batch 2021-23)

OBJECTIVES: The objective of this course is to acquaint the students with basic concepts of Financial Accounting, Financial Statement Analysis, Management Accounting, Buget and Budgetory Control and HR Accounting.Further to develop understanding of Accounting for Managers for Decision Making.

OUTCOMES: After completion of course the students will be able to understand the basic concepts of Financial, Cost and Management Accounting. To prepare financial statement in accordance to GAAP and to develop practical skills by analyzing the financial statement as decision making for the business.

- Financial Accounting – Concept, Nature, Scope and Importance , Generally Accepted Accounting Principles, Preparation of Financial Statements.
- Financial Statement Analysis - Ratio Analysis, Funds Flow Analysis.
- Management Accounting – Concept, Nature, Need, Scope and Importance; Marginal Costing, Accounting for Decision Making, Break Even Analysis.
- Budget and Budgetary Control, Types of Budget – Flexible Budget, Cash Budget, Capital Expenditure Budgeting, Zero-Base Budgeting.
- Responsibility Accounting, Value Added Accounting, Human Resource Accounting, Inflation Accounting, Environmental Accounting

Suggested Readings :

M Y Khan & P K Jain, Management Accounting, Tata McGraw- Hill, New Delhi.

Bhattacharya S K and Dearden J. Accounting for Management : Text and Cases, Vikas, New Delhi.

Ashok Sehgal, Advanced Accounting, Taxmann Publication, New Delhi.

Hingorani, N L. and Ramanathan, A.R. Management Accounting., New Delhi, Sultan Chand.

Sharma & Gupta, Management Accounting & Financial Management, Kalyani Publishers, New Delhi.

Jagdish Prakash & Nageshwar Rao "Prabandh Lekhankan"Prayag Pustak Sadan ,Allahabad

Ravi M Kishore, Financial Management, Taxmann Publication, New Delhi.

Vij, Madhu. Financial and Management Accounting. New Delhi, Anmol Publications.
Bhattacharyya,"Financial Accounting"Prentice Hall of India Ltd,New Delhi

Kothari,Rajesh,Godha Abhishek,"Management Accounting-Concept & Applications,Macmillan ,New Delhi

21.10.24 21.10.2024 21.10.2024

ORGANIZATIONAL BEHAVIOUR
(FT-FA-104)
(Effective from Batch 2021-23)

OBJECTIVES: The objective of this course is to understand the human behavior within the organizational environment so that they can improve their HR skills for attainment of their goals.

OUTCOMES: After completion of course the, students will be able to understand and apply the theories of OB under HR practices. Analyse the key issues relating to Human elements such as Perception, Learning, Motivation and Leadership etc.

- Organizational Behaviour : Deflnition, Concept, Significance, Level of Organisational Behavior, Managerial Skills Influencing OB
- Personality: Meaning, Determinants, Types, Theories of Personality – Trait Theory and Fraud theory.
- Attitude: Definition, Meaning. Components of Attitude.
- Perception: Meaning, Elements, factors Influencing Individual Perception Process.
- Learning: Meaning, Effectiveness of Learning.
- Motivation: Meaning, Types, Theories of Motivation, Maslow's Theory of Need, Herzberg Two factors Theory, Vroom's Expectancy Theory.
- Leadership: Meaning, Styles of Leadership, Theories of Leadership- Charismatic Leadership Theory, -Trait Theory, Contingency Theory
- Management of Conflict: Meaning, Types, Sources, Levels, Process of Conflict.
- Group: Meaning, Types of Group, Group dynamics, Group Decision Making.

Suggested Readings:

Luthans Fred, Organisational Behaviour.,New York, McGraw Hill.

Robbins S.P., Organisational Behaviour, New Delhi, PHI.

Mcshane & Vonglinow, Organisational Behaviour, Tata McGraw- Hill, New Delhi

Staw, B.M. Psychological Dimensions of Organisational Behaviour, Englewood Cliffs, New Jersey, Prentice Hall Inc.

Davis Keith, Human Behaviour at Work, TMH, New Delhi

Pareek Udai, Organisational Behaviour, Oxford, IBH, Mumbai

Hersey Paul and Blanchard, Management of Organisational Behaviour, Prentice Hall of India, New Delhi.

Uma Shekharan, Organisation Behaviour, TMH, New Delhi.

John W. New Strom, "Organisational Behaviour, Tata Mcgraw, New Delhi

21.10.2021

BUSINESS AND LEGAL ENVIRONMENT
(FT-FA-105)
(Effective from Batch 2021-23)

OBJECTIVES: The objective of this course is to understand the laws related to business environment activities which influences the corporate sector. To develop BLE focus and to develop a practical approach towards Business legal framework among the students with various laws and practices.

OUTCOMES: After completion of course, the students would be able to understand and legal system or laws related to business activities. They will develop the relationship between various laws and economic activities for the attainment of business goals.

- Business Environment: Nature, Scope and its relevance in Business Decision Making,
- Political, Social, Cultural & Economic and Technological Environment.
- WTO Provisions, Trading Block, Industrial Ecology and Recycling Industry, Industrial Pollution – Air, Water, Land Pollution and Business ethics.
- The Indian Contract Act 1872, Essentials of a Valid contract, Void agreements,
- Performance of Contracts & its remedies.
- The Sale of Goods Act 1930 : Formation of a contract, Rights of an unpaid seller,
- The Companies Act, 1956 : Nature and Types of Companies. Formation. Memorandum and Articles of Association,
- Prospectus ,Allotment of Shares.

Suggested Readings:

Francis Cherumilam, Business Environment

Adhikari, M., Economic Environment of Business

Sampat Mukerjee, Economic Environment of Business

Dwijendra Tripathi, Business Politics in India

Shukla M B,"Business Environment-Text &Cases"Taxmann ,NewDelhi

Gupta, D., Indian Government & Politics

Ruppuswamy, B., Social Changes in India

N D Kapoor, Mercantile Law, Sultan Chand, New Delhi.

Chawla, Bhasin & Garg, Mercantile Law, Kalyani Publishers, New Delhi.

Ramaiya, A.Guide to the Companies Act. Nagpur, Wadhwa.

V S Datey, Business & Corporate Laws, Taxmann, New Delhi

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Human Resource Management
(FT-FA-201)
(Effective from Batch 2021-23)

OBJECTIVES: The objective of this course is to help the students to understand the various dimensions of Human Resources which can be connected to HR Dynamics/concepts and helpful in formulating the HR policies and practices..

OUTCOMES: After completion of course, the students would be able to understand the theories/ concepts and HR practices covered under the field of HRM. Understand the differences between training and development, selection and recruitment, role of HR manager etc.

- Introduction: Concepts and Functions of Human Resource Management, Role of Human Resource Managers, Meaning and Process of Human Resource Planning, Job Analysis.
- Job Evaluation: Meaning, Objectives and Methods of Job Evaluation.
- Wage, Salary and Employee Benefits: Meaning of Wages/ Salary, Minimum Wages, Fair Wages and Living Wages. Meaning and Description of Fringe Benefits (Fringes / Employee Benefits / Perquisites), Meaning and Types of Incentives, Factors Affecting Fixation / Revision of Wages / Salary and Fringe Benefits, Methods of Wage Fixation / Wage Revision, Methods of Wage Payment, Meaning of Bonus and Objectives of Paying Bonus.
- Employee Recruitment: Meaning, Sources and Methods of Employee Recruitment. Employee Selection: Meaning and Process of Scientific Methods of Employee Selection. An Overview of Various Tests and Interview Methods for Employee Selection. Process of Induction of the New Employees.
- Training and Development: Meaning of Training and Development, Process of Employee Training, Methods of Training Need Identification, Methods of Training Delivery, Need and Methods of Training Evaluation, Meaning and Goals of HRD, An Overview of Various sub-systems (Process Mechanisms of HRD), Interlinkage of Various HRD Sub-systems.
- Performance Appraisal: Meaning, Objectives, Process and Methods of Performance Appraisal, Errors in Performance Appraisal.
- Trade Unionism: Meaning of Trade Union, Registration and Rights of Trade Unions, An Overview of Trade Unions in India,
- Industrial Relations: Meaning of Industrial Relations and Industrial Disputes, Reasons for Industrial Disputes in India, System of Prevention and Settlement of Industrial Disputes in India.
- Grievance Handling: Meaning and Causes of Grievances, Process of Grievance Handling, Model Grievance Handling Procedure.
- Management of Discipline: Meaning of Misconduct, An Overview of Various forms of Misconduct, Procedure of Conducting Domestic Inquiry

against Indiscipline Employees.

Suggested Readings:

Aswathappa, K. Human Resource and Personnel Management Tata McGraw Hill, New Delhi.

De Cenzo, D.A. & Robbins S P. Human Resource Management, New York, John Wiley.

Ivancevich, Human Resource Management, TMH, New Delhi.

Holloway, J. ed. Performance Measurement and Evaluation. New Delhi, Sage.

Rao and Das R.P., Cases in Human Resource Management, Himalaya Publishing House.
Monappa, A. & Saiyadain M. Personnel Management., New Delhi, Tata Mc-Graw Hill.

Rao V.S.P., Human Resource Management, Text and Cases, Excel Books, New Delhi.

Dwivedi, R.S. HRM in Indian Organisation, New Delhi, Galgotia.

Pareek, Udai. Designing & Managing Human Resource System, New Delhi, Oxford Pub. Co.

Stone, Lloyed and Leslie W.Rue, Human Resource and Personnel Management Richard D. Irwin, Lllionis.

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FINANCIAL MANAGEMENT
(FT-FA-202)
(Effective from Batch 2021-23)

OBJECTIVES: The objective of the course is to understand the concept s of Business Finance and it also aims at learning of financial tools and developing the skills of financial analysis and financial decisions.

OUTCOMES: After completion of the course, students will be able to understand the theories/ concepts of Financial Management, sources of finance and to make financial decision. To analyse the financial statements through CFS, FFS and Ratio Analysis.

- Financial Management: Nature, Scope and Objectives, Finance Functions, Profit Maximization v/s Wealth Maximization, Financial Forecasting. Retail Finance and its importance.
- Leverages: Operating, Financial and Combined Leverage; Investment and Capital Structure Decisions; Payback period, Accounting Rate of Return, Internal Rate of Return and Time value of money methods.
- Cost of Different Sources of Raising Capital; Equity Capital, Debt capital, Retained Capital, Preference Capital, Term Loan and Lease Financing. Optimum Capital Structure.
- Factors Influencing Dividend Policy, Dividend Theories, Forms of Dividend Policies, Types of Dividend, Dividend Payment Practices in India.
- Management of Working Capital - Concept of Working Capital, need and influencing factors, Estimation of Working Capital, Inventory and Receivables Management.

Suggested Readings:

Hampton, John. Financial Decision Making. Englewood Cliffs, New Jersey, Prentice Hall Inc.

Van Horner, James C. Financial Management and Policy, New Delhi, Prentice Hall of India.

Ross, Westerfield & Jordan, Fundamental of Corporate Finance, TMH, New Delhi.

J.C. Van Horne, Fundamentals of Financial Management, PHI, New Delhi.

Weston Brigham, Managerial Finance, McGraw Hill, New York

I.M. Pandey, Financial Management, Vikas Pub.House, New Delhi.

P. Chandra, Financial Management, TMH, New Delhi.

Khan & Jain, Basic Financial Management, TMH, New Delhi

Ravi M Kishore, Financial Management, Taxmann Publication, New Delhi.

Maheshwari, S.N., Financial Management, Principles & Practices, Sultan Chand & Sons, New Delhi.

Rajesh Kothari & Bobby Dutta, Contemporary Financial Management, Macmillan, New Delhi.

MARKETING MANAGEMENT
(FT-FA-203)
(Effective from Batch 2021-23)

OBJECTIVES: The objective of this course is to impart the students' exposure of modern marketing concepts, tools, and techniques, and help them develop abilities and skills required for the performance of marketing functions.

OUTCOMES: After completion of the course, students will be able to understand the dimensions of marketing with using management in to the business. Correlate the marketing theories with practical situations. Develop new marketing mix strategies for the up-coming market.

- Marketing: Concept, Nature and scope. Marketing Environment
- Marketing Information & Research, Market Segmentation and Targeting, Buying Behaviour. Understanding Consumer & Industrial Markets
- Product Decisions, Pricing Decisions (Elementary idea Only).
- Channel Management, Promotion Management (Elementary idea Only).
- Marketing Control. Specific Marketing Issues : Rural Marketing, Retail Marketing, Marketing of E-Business, Consumerism, Globalisation.

Suggested Readings:

Philip Kotler, Marketing Management Analysis, PHI, New Delhi.

Stanton & Futrell, Fundamentals of Marketing, McGraw Hill, New York.

McCarthy, Basic Marketing, Universal Book Sellers, New Delhi.

Philip Kotler & Armstrong Jr., Principles of Marketing : PHI, New Delhi.

Rajiv Lal, Quelch & Kasturirangan, Marketing Management- Text and Cases, TMH, New Delhi.

Czinkota & Kotabe, Marketing Management, Vikas Publications, New Delhi

Jayachandram S, Marketing Management, Text & Cases, Excel Books, New Delhi.

Suresh K, Green Marketing, ICFAI University Press, Hyderabad.

Saxena Rajan, Marketing Management, Tata Mcgraw Hill, New Delhi.

PRODUCTION AND MATERIALS MANAGEMENT
(FT-FA-204)
(Effective from Batch 2021-23)

OBJECTIVES: The objective of this course is to help the students to understand the concepts of production function, inventory control, quality control and application of technical models and techniques for solving production/materials management related problems. Encourage the learners with brain storming new product design ideas.

OUTCOMES: After completion of the course, students will be able to understand the basic functions and their applications of production. Practical approaches to Plant location, layouts, product design, capacity planning, materials purchase/classification/codification decisions and processes. Develop new production ideas w.r.t. Startups/MSMEs and apply TQM practices.

- Nature, Significance , Scope ,Role ,Functions of Production Management, Relationship with other Management Functions, Different Production Systems
- Plant Location, Plant Layout, Product Design & New product Development, Capacity Planning Process & Decisions.
- Scheduling and Sequencing – Conceptual Framework, Industrial Safety Management, Waste Management and Scrap Disposal, JIT Approach.
- Materials Management – Principles, Value Analysis, Variety Reduction, Material Handling, Classification and Codification.
- Work Measurement Techniques – Work Study and Method Study-Conceptual Framework of Statistical Quality Control (SQC) & TQM, Maintenance Management, TPM.

Suggested Readings:

Adam, E E & Ebert, RJ. "Production & Operation Management., New Delhi, PHI.

Amrine Harold T. etc. Manufacturing Organisation and Management. Englewood Cliffs, New Jersey, PHI Inc.

Buffa, E.S. Modern Production Management, John Wiley (New York).

Chary S.N. Production and Operations Management, New Delhi, TMH.

Dobler, Donald. W & Lee Lamar "Purchasing & Materials Management, New York, Mc Graw Hill.

Dilworth, James B. Operations Management : Design, Planning & Control for Manufacturing & Services, Singapore, Mc Graw Hill.

Moore, FG & Hendrick, T.E. – Production / Operations Management, Honnewood, Illinois, R.D. Irwin.

Manocha R.C., Production and Operations Management, Excel Books, New Delhi.

COMMUNICATION SKILLS
(FT-FA-205)
(Effective from Batch 2021-23)

OBJECTIVES: The objective of the course is to help the students to acquire the basics of interpersonal communication, business communication and soft skills, so as to improve their communication skills and ability to understand others along with the personality development as per the requirement of the corporate world.

OUTCOMES: After completion of the course, students will be able to understand and effectively communicate within/ out of the organizations. To make capable use of basic formats of business writing letters/ reports/ proposals.

- Importance and Nature of Business Communication, Process of Communication Channels and Media of Communication, Communication Networks, Effectiveness of Communication.
- Barriers and Gateways in Communication; Written Communication; Writing Business Reports, Resume Development.
- Communication in meetings, Oral presentation skills, Public speaking, Facing Job-Interview.
- Listening Skills, Conversation Skills, Non-verbal Communication, Legal aspects in Business Communication.
- Feedback Skills, Counseling Skills, Negotiation Skills, Communication on Disciplinary Matters.

Suggested Readings:

Bowman, Joel P and Branchaw, Bernadine P. "Business Communication : From Process to Product", Dryden Press, Chicago.

Rao ,Nageshwar and Das R.P."Communication Skills" Himalaya Publishing House, Mumbai

Kitty O- Locker, Business & Administrative Communication, TMH, New Delhi.

Murphy, Herta A and Peck, Charrles E. "Effective Business Communications", Tata Mc Graw Hill, New Delhi.

Pearce, C Glenn etc. "Business Communication : Principles and Applications", John Wiley, New York.

Mehta D and Mehta N. K"A Handbook of Communication Skills Practices" Radha Publications ,New Delhi

K.K. Sinha, Business Communication, Galgotia Publishing House, New Delhi.

Mehta N.K., Mehta, D., Malviya R.N., Communication Skills, DPS Publishong House , New Delhi.

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

(FT-FA-301)

(Effective from Batch 2021-23)

OBJECTIVES: The objectives of this course is to provide the students indepth understanding of investmenttechniques as applied to various forms of securities and acquaint them with the functioning of mutual funds, investment strategies and portfolio management services.

OUTCOMES: After completion of the course, students will be able to understand the concept of investment and its types. Understand the risk and return analysis with the valuation of securities under different techniques.

- Investment Return and Risk, Operations of Indian Stock Market; New Issue Market; Listing of Securities; Cost of Investing in Securities; Mechanics of Investing; Markets and Brokers; Investment Companies; Investment Alternatives.
- The Return to Risk and the Investment Decision; Government Securities; Investment Instruments of the Money Market; Fundamental and Technical Analysis, Efficient Market Theory.
- Portfolio Management – An Optimum Portfolio Selection Problem, Markowitz Portfolio Theory, Sharpe Single Index Model; Capital Asset Pricing Model.
- Optimum Portfolios – Constructing the Optimum Portfolio, Portfolio Investment Process; Bond Portfolio Management Strategies; Investment Timing and Portfolio Performance Evaluation.
- Portfolio Management in Mutual Funds: Nature Scope and Types of MFs, UTI, Concept of NAV, Regulation of MFs, Taxation and MFs.

Suggested Readings :

Avdhani V. A., Security analysis and Portfolio Management, Himalaya Publishing House.

Bhalla, V.K. Investment Management : Security Analysis and Portfolio Management,New Delhi, S.Chand.

Fischer, Donald E. and Joardan, Ronald J. Security Analysis and Portfolio Management, New Delhi, PHI.

Dhanesh Khatri,". Security Analysis and Portfolio Management" Macmillan , New Delhi

Bhalla, V.K. Investment Management : Security Analysis and Portfolio Management., Delhi, S.Chand.

Elton, Edwin J and Gruber, Martin J. Modern Portfolio Theory and Investment Analysis. New York, John Wiley.

Lee, Cheng F. etc. Security Analysis and Portfolio Management. Scott, Foresman.

Markowitz, Harry M. Mean. Variance Analysis in Portfolio Choice and Capital Markets. London, Basic Blackwell.

R. P. Rustagi, Security analysis and Portfolio Management, Taxman Publications

Rajesh Chakrebarty and De, Capital Markets in India, Sage Publications.

MANAGEMENT OF FINANCIAL SERVICES AND INTERNATIONAL FINANCE

(FT-FA-302)

(Effective from Batch 2021-23)

OBJECTIVES: The objective of this course ts to understand the role of Financial Services in Business organizations and to give an insight into the strategic, regulatory, operating and managerial issues concerning select financial services. To provide a conceptual framework of the Working of International Financial Institutions, Money Markets, Exchange Transactions and Capital Markets

OUTCOMES: After completion of the course, students will be able to understand the international foreign exchange market. To understand the concept of Indian Financial Services with the different aspects management and managerial strategies.

- Financial System and Markets; Concept, Nature and Scope of Financial Services; Regulatory Framework for Financial Services; Management of Risk in Financial Services; New Financial Products and Services; Innovative financial Instruments.
- Mutual Funds; Types/Classification of Funds, Reasons for Slow Growth. Merchant Banking; Meaning, Scope and Services of Merchant Banks. Managing of Issue Shares and Bonds; Debt Securitization; Credit Rating; Credit Cards.
- Venture Capital; Concept, Meaning, Features, Scope of Venture Capital and Method of Venture Financing. Factoring, Forfeiting and Bill Credit Discounting.
- International Financial Management: Nature, Scope and Objectives, International Financial System and institutions; IMF, World Bank. Foreign Exchange Market and its Functions.
- An Overview of Financial Derivatives – Future; Forward Agreement Future Agreement. Options; Put option, Call Option, Hedging and Currency Swaps, International Cash Management.

Suggested Readings :

Bhalla, V.K. Management of Financial Services. Anmol, New Delhi.

Bhalla, VK. And Dilbag, Singh. International Financial Centres. New Delhi, Anmol.

Ennew C, Trevor Watkins & Mike Wright : Marketing of Financial Services, Heinemann Professional Pub.

Gordan, E and K. Natrajan Emerging Scenario of Financial Services, Himalaya Publishing House.

Abdullah, F.A. Financial Management for the Multinational Firm. Englewood Cliffs, New Jersey, PHI.

Bhalla, V.K. International Financial Management, New Delhi, Anmol.

Buckley, Adrian, Multinational Finance, New York, PHI.

A.P.G. Apte, International Financial Management, TMH, New Delhi.

INSURANCE AND BANK MANAGEMENT
(FT-FA-303)
(Effective from Batch 2021-23)

OBJECTIVES: To acquaint participant with the basic concept of Insurance and Banking sector.

OUTCOMES: At the end of the course students should be able to; To enable the students to gain acumen, insight and through knowledge relating to the various aspects of Insurance and Banking sector and their regulatory frameworks.

- Understanding Banking: Evolution of Banking, Banking in India, Types of Banks, Roles of Banks (viz. Intermediation, Payment system, and financial services), Banking Regulations-BASEL Norms, Banking Products – Fee based and fund based, Banking Structure in India-RBI, Commercial, Rural and Co-operative banks their role and significance, Capital Adequacy norms for banks, SLR, CRR, CAR

- Bank Management: Liquidity Management, Investment Management, Loan Management, Liability Management, Credit Management, Risk Management, Commercial banks Balance Sheet and Income Statement, Relationship between B/S and Income Statement, Return on Equity Model, Important ratios used in Balance Sheet Analysis, CAMELS Rating, Management of assets and liabilities in banks-Profitability and Productivity in Banks.

- Understanding Insurance: Definition of Insurance, General Principles of Insurance, Insurance Application and Acceptance Procedure, Insurance Terminology

- Life Insurance: Life Insurance Definition, General Principles of Life Insurance, Types of Life Insurance Products- Whole Life Policy, Term Policy, Endowment Policy, Annuities Types, Claim Management of Claim Settlement, Analysis of Balance Sheet of a Life Insurance Company.

- General Insurance: General Insurance Definition, General Principles of General Insurance, Marine Insurance, Fire Insurance, Motor Vehicle Insurance, Public Liability Insurance, Third Party Insurance, Mediclaim and Health Policies, Group Insurance, Burglary Insurance.

Suggested Readings :

Banking Theory, Law & Practice, Gordon Natrajan, HPH
Insurance Management, S.C.Sahoo & S.C.Das, HPH
Bank Management & Financial Services, Rose, Hudgins, McGraw Hill
Risk Management & Insurance, Trieschmann, Hoyt, Sommer, Cengage
Banking and Insurance, Mohapatra and Acharya, Pearson

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Social Banking and Microfinance
(FT-FA-304)
(Effective from Batch 2021-23)

OBJECTIVES: The objectives of this course is understanding Social banking in India as a tool to achieve financial inclusion and 'micro finance' as a socially responsive and commercially viable proposition.

OUTCOMES:
At the end of the course students should be able to;
1. Understand the basics issues of financial inclusion.
2. Understand the major practices of micro finance
3. Understand the social perspective of inclusive growth and role of financial system to achieve it.

- **Introduction to Micro Finance:** Need of Microfinance, Basics of Microfinance, Microfinance as a Development Tool, **Revenue Models of Microfinance:** Profitability, Efficiency and Productivity, Inherent challenges of financing.

- **Legal and Regulatory Framework:** MFIs, SHGs and JLGs, Some Innovative and Creative Microfinance Models like Help Group-Bank Linkage Programme (SBLP), Financial Products and Services.
  Social Banking: Major policy initiatives for aligning the banking system to socio-economic goals like priority sector lending, Lead Bank Scheme (LBS), Service Area Approach (SAA), etc.

- **Subsidy-linked credit programs of Government:** Subsidy-linked credit programmes of the Government PMRY, SGSY, SJSRY & SLRS, etc. Other Initiatives of the Government (without subsidy-link), like Kisan Credit Card (KCC) scheme, Financing of Agriclinics/Agribusiness Centres etc. and the Differential Rate of Interest (DRI) scheme

- **The Indian Experience:** Evolution and Character of Microfinance in India, Microfinance Delivery Methodologies.
- **Challenges to social banking:** inter-spatial disparity manifested, varying credit-deposit ratio (CDR) across areas, Inadequate linkage support, unsatisfactory repayment climate etc. Role of various stakeholders like the government, the nongovernment organizations (NGOs) and the civil society besides the constituents of institutional credit system (ICS) in achieving effective operation of the social banking initiative.

Suggested Readings :
Avdhani V. A., Security analysis and Portfolio Management, Himalaya Publishing House.
Bhalla, V.K. Investment Management : Security Analysis and Portfolio Management,New Delhi, S.Chand.
Fischer, Donald E. and Joardan, Ronald J. Security Analysis and Portfolio Management, New Delhi, PHI.
Dhanesh Khatri," Security Analysis and Portfolio Management" Macmillan, New Delhi
Bhalla, V.K. Investment Management : Security Analysis and Portfolio Management., Delhi, S.Chand.
Elton, Edwin J and Gruber, Martin J. Modern Portfolio Theory and Investment Analysis. New York, John Wiley.

Lee, Cheng F. etc. Security Analysis and Portfolio Management. Scott, Foresman.
Markowitz, Harry M. Mean. Variance Analysis in Portfolio Choice and Capital Markets. London, Basic Blackwell.
R. P. Rustagi, Security analysis and Portfolio Management, Taxman Publications Rajesh Chakrebarty and De, Capital Markets in India, Sage Publications.

WORKING CAPITAL MANAGEMENT
(FT-FA-305)
(Effective from Batch 2021-23)

OBJECTIVES: To develop students knowledge of Working Capital Management Understand the relationship between long-term financial decisions and short-term financial planning and interaction between the components of working capital Learn to effectively manage working capital.

OUTCOMES: After completion of the course, students will be able to understand the basic concept of working capital management of an organization.

- Short-term sources/uses of funds, Links between long-term and short-term financing decisions
- Components of working capital, Estimation of Working Capital needs and Changes in working capital.
- Inventory Management, Credit policy: credit analysis, credit decisions, collection policy.
- Liquidity management: cash balances, cash dynamics and forecasting, Payment systems: cash collection and disbursement systems, information technology and cash management.
- Cash management instruments: short-term lending, money market instruments, shortterm borrowing, Financing Current Assets.

Suggested Readings :

1. Brealey, R.A. and S.C. Myers, Principles of Corporate Finance, 5th edition, McGraw Hill, 1996.
2. Samuels, Wilkes and Brayshaw, Management of Company Finance, 5th edition, Chapman & Hall, 1995.
3. Kennedy, T.M., M.J. MacCormac and J.J. Teeling, Financial Management, 5th edition, Gill &MacMillian.

SUMMER INTERNSHIP
(FT-FA-306)
(Effective from Batch 2021-23)

OBJECTIVES: The objective of the summer internship program is to encourage the skills development of MBA (Financial Administration) students (in Financial Adfministration functional area. To encourage practical thinking and application of management/ functional knowledge.

OUTCOMES: Live direct/ hands-on, on the spot field exposure with the different formats of business organizations. Helpful in developing problem solving approach, innovative thinking in all possible formats of organization, backed-up with improvement in communication and presentation skills as well as appropriate understanding of team work approach.

Summer Internship is mandatory to encourage the skills development of MBA Students (in all/any specialized functional area(s). In order to encourage practical thinking and application of Management knowledge (knowledge of Business Ethics and Social Responsiveness, Critical Thinking Business Analysis, Problem solving and Innovation, Business Environment and Domain Knowledge, Effective Communication Leadership and Team Work), Student shall be required to undertake 6-8 weeks practical training in an Organization (Irrespective Of Size) connected with Industry/Trade or Commerce, NGO, Social Work, any Government body/MSME/SSI/Business/Partnership Firm/ Sole-Proprietor Firm, Startup /Service Sector/Any other type of Private sector organization / Undertaking / Business Enterprise / Franchisee/Business House/Export House etc. The student shall be solely and purely assessed/evaluated only on the basis of performance of presentation based on Practical thinking/ Application of Management Knowledge/ Communication/Negotiation/Managerial skills learnt during training/internship. This Oral Presentation shall constitute as a part of the MBA Full Time III semester examination and shall carry 50 marks. The Assessment/ Evaluation will be done by a Panel of Examiners comprising Head/Director of the institute and One Internal Faculty to be appointed by the Director of the Institute.

The student shall be required to submit a Self Declaration Form certifying his/her of completing the Summer Internship as per the directions stated above. It shall be the sole responsibility of the student as regards truthiness of the Certificate and Institute and Director (Head)/ Faculty of the Institute (Department) shall in no way be responsible for it. If at any stage the Self Declaration given by the candidate is found false/untrue, appropriate measures as provided in the Rules / Regulations of the University shall be taken. If a student fails to undergo the Summer Internship and appear in Presentation, he/she will be awarded ATKT in the above Subject.

In case of special circumstances / natural calamities / pandemic condition, offline / online summer internship / summer internship presentation may also be arranged / conducted subject to the approval of competent authority.

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BUSINESS RESEARCH METHODS
(FT-FA-401)
(Effective from Batch 2021-23)

OBJECTIVES: The objective of this course is to equip the students with the concept and methods of Business Research.The students will be able to plan, design and learn business research planning using scientific methods

OUTCOMES: After completion of the course, students will be able to understand the concept of research methods/research test types and their applications into the business for research and development.

- Concepts of Research, Scientific Approach to Research, Types of Social Science Research, Research Process and Planning for Research, Defining Research Problem. Research Designs.
- Sources / Methods of Collecting Primary and Secondary Data, Schedules & Questionnaires, Interview, Observation, Scaling Techniques etc.
- Methods of Data Analysis: Application of Mean, Mode, Median, Geometric Mean, Harmonic Mean, Coefficient of Correlation, Regression Analysis, ANOVA Analysis, t-test, z-test, f-test, chi-square test.
- Research Report Writing. Elementary Idea about Statistical Software Packages

Suggested Readings:

K.R. Sharma, Research Methodology, National Publishing House, Jaipur.

Kothari.C.R., Research Methodology, Vishwa Prakashan , Delhi

Bannerjee,S &Roy R"Fundamentals of Research Methodology"Kitab Mahal ,Allahabad

Asthana BN"Elements of Statistics" S Chand,New Delhi

CORRPORATE TAXATION
(FT-FA-402)
(Effective from Batch 2021-23)

OBJECTIVES:
The objective of this course is to enable students to develop an understanding of corporate tax and to enable them to calculate the corporate tax and tax planning and management with latest tax reforms and taxation provision updations.

OUTCOMES: After completion of the course, students will be able to understand the basic concept of corporate tax, Minimum Alternate Tax (MAT), different heads of income of the corporate assessee.

- Basic Concepts of Income Tax; Residential Status of a Company; Computation of Income under Different Heads of Income.
- Set off and Carry forward of Losses, Deductions and Exemptions for Corporate Assesses, Minimum Alternate Tax (MAT).
- Meaning and Scope of Tax Planning and Location of Undertaking, Type of Activity, Ownership Pattern, Tax Planning Regarding Dividends Policy, Issue of Bonus Shares, Tax Planning Relating to Amalgamation and Merger of Companies.
- Tax Considerations in respect of Specific Managerial Decision like Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Markets or Exports; Replacements and Capital Budgeting Decisions, etc.
- Tax Planning in respect of Managerial Remuneration, Foreign Collaborations and Joint Ventures; Double Taxation Avoidance Agreements.

Suggested Readings :

Ahuja, G.K. & Gupta, Ravi Systematic Approach to Income Tax. Allahabad, Bharat Law House.

Ranina, H.P. Corporate Taxation : A Handbook, New Delhi, Oriental Law House.

Singhania, V K. Direct Tax Planning & Management, Taxman Pub.

Srinivas E.A. Handbook of Corporate Tax Planning. New Delhi, Tata McGraw Hill.

Singhania, V K. and Singhania Kapil, Direct Tax Planning & Management, Taxman Pub.

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PERSONAL FINANCIAL PLANNING
(FT-FA-403)
(Effective from Batch 2021-23)

Course Objective: To enable the students to gain acumen, insight and through knowledge relating to the various aspects of retail banking, its products, the retail banking segment and the processes for managing retail credit.

OUTCOMES: After completion of the course, students will be able to understand the basic concept of Personal financial planning.

- Introduction to Financial Planning: An overview of Financial Planning Process, General Principles of Cash-Flow Planning, Budgeting, Legal Aspects of Financial Planning and Acquaints, Concepts of Risk Management, Investments, Insurance, Retirement Solutions, Tax and Estate Planning.
- Risk Analysis and Insurance Planning: Principles of Risk Analysis and Insurance Planning, Identification of Client's Risk Exposure, Selection of Appropriate Risk Management Techniques. Basic Insurance Products of General and Life Insurance; Analysis of Insurance Needs: Medical, Disability, Life and General Insurance, Determination of the Type and Amount of Insurance Best Suited to the Client's Situation and Needs.
- Retirement Planning and Employee Benefits: Identification of Retirement Needs, Significance of Retirement Planning, Analysis Techniques, Review of Retirement Employee Benefits (EPF, PPF, Superannuation Fund etc.),Process of Developing a Retirement Plan, Appropriate Retirement Solutions.
- Investment Planning: Understanding Investment Needs and Risk Appetite, Solutions for Wealth Creation, Categories of Investments, Evaluation Methods, and Economic Factors, Risk and Return Analysis, Valuation Techniques, Asset Allocation Procedures and Portfolio Performance Assessment. Various Techniques and Concepts used in Portfolio Construction and Management.
- Tax and Estate Planning: Personal Taxation and Tax Planning- An Overview of Individuals Income Tax and Wealth Tax. Key Tax Components, Estate Planning, Development of Estate Plan, Including Assessment of Important Techniques of Estate Planning: Wills, Gifting Schemes, Powers of Attorney and Joint Property Ownership.

Suggested Readings :

1. IMS Proschool, "Introduction to Financial Planning", Tata McGraw Hill Education.

2. Jeff Madura, "Personal Finance", Pearson Publication.

3. Jack R. Kapoor, Les R. Dlabay, Robert J. Hughes, "Business and Personal Finance", McGraw-Hill/Glencoe.

4. MadhuSinha,"Financial Planning: A Ready to Reckoner", Tata McGraw - Hill Education

Suggested Readings (Latest Edition):

1. Sid Mittra, Tom Potts, Leon LaBrecque, "Practicing Financial Planning for Professionals", RH Publishing.

2. Jeffrey H. Rattiner, "Getting Started as a Financial Planner", Bloomberg Press.

3. Lawrence J. Gitman, Michael D. Joehnk, Randy Billingsley, "Personal Financial Planning", Cengage Learning.

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CREDIT MANAGEMENT AND RETAIL BANKING
(FT-FA-404)
(Effective from Batch 2021-23)

Course Objective
To acquaint participant with the basic concept of Credit and Retail Banking.

OUTCOMES: To develop a cadre of credit officers in banks to perform different credit functions across banks - To inculcate advanced skills for handling credit management issues.

- **Principles of Lending and Model Credit Policy:** Safety, Liquidity, Profitability, Purpose of Loan, Diversification, Risk. Importance, Contents, Exposure Norms, Model MSE Policy. Types of Borrowers : Individuals - Major, Minor, Married, Women, Pardhanashin Women, Illiterate Persons, Agent, Attorney, Joint Borrowers, Hindu Undivided Family (HUF), Proprietorship Firms, Partnership Firms, Limited companies, Statutory Companies, Holding Companies, Government Companies, Private & Pubic Limited Companies, Registration of charges, Limited Liability Partnerships (LLP).
- **Types of Credit Facilities:** Various Types of Credit Facilities - Cash Credit, Overdrafts, Demand Loan, Bills Finance - Drawee Bill Scheme, Bills Discounting. Export Finance : Pre-Shipment Finance-Export Packing Credit in Rupees, Running Account Facility, Export Credit Insurance Whole Turnover Packing Credit, Pre-Shipment Credit in Foreign Currency (PCFC), Running Account Facility in all currencies, Deemed Exports, Diamond Dollar Account Scheme, Post Shipment Rupee Export Finance, Purchase / Discount of Export Bills, Negotiation of Export Bills, Export on Consignment basis, Advance against Duty Draw Back Entitlements.
- **Credit Delivery: Types of Facilities, Modes of Delivery, Sole Banking Arrangement, Multiple Banking Arrangement, Consortium Lending, Syndication. Credit Thrust, Credit Priorities, Credit Acquisitions, Statutory & Regulatory restrictions on Advances.** Credit Appraisal : Validation of proposal, Dimensions of Credit Appraisals, Six "C" s, Structuring of Loan documents, Credit Risk, Credit Risk Rating, Credit Worthiness of Borrower, Purpose of Loan, Source of Repayment, Cash Flow, Collateral.
- **Introduction to Retail Banking: Introduction to Retail Banking** – Definition and characteristics of Retail Banking, Change in perception about retail banking. Acceptance of retail banking as Risk Diversification toll. Difference between retail banking and Wholesale banking. Reasons of boom in Retail banking. Importance of Retail banking to Indian Economy.

- **Retail BankingProducts: Liability products** – Savings Bank, Time Deposit, Recurring Deposit, Multiple Option deposits, JanDhan accounts etc.
  Asset Products – Housing loan, Vehicle loan, Consumer loan, Personal loan, Education Loan, Gold loan, Reverse Mortgage etc. Appraisal technique, valuation of security, creation of charge over securities precautions in sanction of loan.
  Technology Products – ATM, Debit cards, Credit cards, Charge cards, Smart cards, Internet banking, mobile banking etc.
  Remittance Products - Payment and Settlement Systems in India & abroad Clearing House: Manual, MICR, CTS, High Value & National Clearing, Clearing Corporation of India Ltd. (CCIL) Etc. Emerging New System: ECS (Debit & Credit) EFT, NEFT, RTGS(US & Europe-CHIPS, CHAPS, Fed Wire, etc.

Suggested Readings :

Practical Banking Advances by Bedi &Hardikar.

Management of Bank Credit by H.B. Suneja.
Law & Practice of Banking by P.N. Varshney and Gopal Swaroop.
Advanced Bank Management by Indian Institute of Banking and Finance.
Retail Banking by Indian Institute of Banking and Finance
Financial Analysis for Credit Management in Banks by S.P. Singh and S. Singh.

ENTREPRENEURHSIP
(FT-FA-405)
(Effective from Batch 2021-23)

OBJECTIVE: The aim of this course is to provide the insight knowledge about entrepreneurship and make students familier with entrepreneur's traits, Qualities Business startup/MSMEs issues and prepare business plans accordingly..

OUTCOMES: After completion of the course, students will be able to understand the basic concept of entrepreneurship with more realistic examples. The can apply the theoretical knowledge as entrpreneurs with their practical business plan and startup approach.

- Concept of Entrepreneurship. Process of Entrepreneurship. Entrepreneurial Motives. Enablers of Entrepreneurial Intentions. Entrepreneurial Competencies. Characteristic Features of Corporate Entrepreneurship. Differences between Entrepreneurship and Intrapreneurship.

- Concept of Social Entrepreneurship. Differences between Normal Entrepreneurs and Social Entrepreneurs. Need and Benefits of Social Enterprise. Differences between Social Enterprises and Social Responsibility of Business. Ethical Issues in Entrepreneurship.

- Benefits of Women Entrepreneurship Status of Women Entrepreneurship. Entrepreneurship. Challenges in Women Entrepreneurship. Barriers and Facilitators of Women Entrepreneurship.

- Relationship among Creativity, Innovation and Entrepreneurship. Environmental Scanning for New Venture Creation. Developing Business Plan for New Venture Creation. Market Orientation and Marketing Skills for Entrepreneurs. Marshalling Resources for New Venture Creation.

- Characteristic Features of Family Business. Advantages of Family Business, Problems in Managing Family Business. Global Opportunities for Entrepreneurs.

Suggested Readings:

- Raj Shankar – "Entrepreneurship Theory and practice". Vijay Nicole Imprints Pvt td, Chennai 2012
- Kuratko. F.D. & Hodgetts.M.R., "Entrepreneurship Theory, Process, Practice (6thed), Thomson South Western Pub, Singapore.
- Desai Vasant , " Dynamics of Entrepreneurship Development and Management, Himalaya Pub House,Mumbai, 2008.
- Khanka,S.S. , "Entrepreneurship Development," S.Chand and Co.Ltd, New Delhi, Revised Ed, 2012
- Mohanty.S.K., "Fundamentals of Entrepreneurship", PHI Learning Pvt Ltd, Delhi,
- 2012. Proceedings of EDI „s of Xth Biennial Conference on Entrepreneurship, Vol.I & II, Bookwell Publishers, Delhi. (2013)
- Proceedings of EDI „s of XIth Biennial Conference on Entrepreneurship, Vol.I& II, Bookwell Publishers, Delhi. (2015)

COMPREHENSIVE VIVA-VOCE
(FT-FA-406)
(Effective from Batch 2021-23)

OBJECTIVE: To assess the theoretical/ conceptual as well as personality based communication skills/ behavioral competence of the students, so as to evaluate the subjects taught in the entire two year program.
OUTCOME: Extensively beneficial in the assessment of students' decision making skills, interview skills, and face to face effective communication skills and understanding their domain knowledge testing. Helpful in encouraging their application testing abilities of theory with conceptual clarity.

The Comprehensive Viva-Voce Examination would assess the theoretical, practical as well as behavioral competence of the candidate. The evaluation is panoramic covering the subjects taught in the entire two-year program to examine the managerial skills the candidate is supposed to possess. The viva-voce shall be conducted by the Examiner(s) as appointed by the Examination Committee of the University/Director of the Institute and one internal faculty to be appointed by the Director of the Institute jointly, as the circumstances may be.
In case of special circumstances / natural calamities / pandemic condition, offline / online Comprehensive viva-voce may also be arranged / conducted subject to the mutual consent of external examiner / internal examiner, as per directives issued time to time.

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