Syllabus for

Master of Business Administration

(FINANCIAL MANAGEMENT)

MBA (FM)

Semester: I - IV

Syllabus for the Batch Examinations: 2026-28

Directorate of Online Studies

Guru Nanak Dev University

(ESTABLISHED UNDER STATE LEGISLATURE ACT NO. 21 OF 1969)
Accredited by National Assessment and Accreditation Council (NAAC) At 'A++' Grade (Highest Level) As Per Modified Criteria Notified On 27/07/2017 And Conferred 'University with Potential for Excellence' Status and 'Category-I University' As Per University Grants Commission (F. No. 1-8-2017/(CPP-II) Dated 12/02/2018)

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Note:

(i) Copy rights are reserved. Nobody is allowed to print it in any form.Defaulters will be prosecuted.

(ii) The syllabi are subject to change therefore, visit the website from time to time to keep yourself updated.

(iii) This is a new syllabus applicable from the session 2024-25 for students admitted in 1st Semester in July 2024 and the syllabus for previous batches may please refer to the old syllabus for the session 2021-22, 2022-23 and 2023-2024 depending upon the date of admission.

MASTER OF BUSINESS ADMINISTRATION (Financial Management) under Directorate of ONLINE STUDIES, Guru Nanak Dev University, Amritsar

SEMESTER I:

Paper Code	Subject Name	Marks			Credits
		Internal Assessment	End term	Total	
OLMBA-150T	Managerial Economics	30	70	100	4
OLMBA-151T	Business Environment	30	70	100	4
OLMBA-152T	Quantitative Methods for Management	30	70	100	4
OLMBA-153T	Accounting for Management	30	70	100	4
OLMBA 154T	Marketing Management	30	70	100	4
OLMBA-155T	Management Principles and Organizational Behaviour	30	70	100	4
Total Marks and Credits		**180**	**420**	**600**	**24**

SEMESTER II:

Paper Code	Subject Name	Marks			Credits
		Internal Assessment	End Term	Total	
OLMBA250T	Business Research Methodology	30	70	100	4
OLMBA251T	Financial Management	30	70	100	4
OLMBA252T	Human Resource Management	30	70	100	4
OLMBA253T	Entrepreneurial Development and MSMEs	30	70	100	4
OLMBA254T	Business Communication and Personality Development	30	70	100	4
OLMBA255S	**Seminar-I**	**-**	**100**	**100**	**4**
Total Marks and Credits		**150**	**450**	**600**	**24**

Note: Syllabus of 1st and 2nd Semester for all MBA, MBA(FM), MBA(MM) & MBA(HRM) running in online mode are same.

SEMESTER III:

Paper Code	Subject Name	Marks			Credits
		Internal Assessment	End term	Total	
OLMBA-371T	Capital Markets and Investment Management.	30	70	100	4
OLMBA-372T	Management Control System	30	70	100	4
OLMBA-373T	Management of Banking and Insurance	30	70	100	4
OLMBA-374T	Corporate Law and Administration	30	70	100	4
OLMBA-375T	Financial Markets and Financial Services	30	70	100	4
OLMBA-376S	Seminar-II	0	100	100	4
OLMBA-377T	Data Analytics	30	70	100	4
Total Marks and Credits		**180**	**520**	**700**	**28**

SEMESTER IV:

Paper Code	Subject Name	Marks			Credits
		Internal Assessment	End term	Total	
OLMBA-471T	Financial Risk Management	30	70	100	4
OLMBA-472T	Portfolio Management	30	70	100	4
OLMBA-473T	Financial Research and Econometrics	30	70	100	4
OLMBA-474P	Research Project	0	300	300	12
Total Marks and Credits		**90**	**510**	**600**	**24**

Semester I

OLMBA150T: MANAGERIAL ECONOMICS

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Examination: 30% weightage
End Semester Examination: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

- Managerial Economics: Meaning, Nature, Scope and Concepts
- Marginal Analysis: Law of Diminishing Marginal Utility, Law of Equimarginal Utility
- Law of Demand: Meaning, Determinants, Exceptions, Kinds of Demand, Change in Demand and Importance.
- Elasticity of Demand: Meaning, Types and Degrees of Elasticity of Demand, Methods of Measuring Price Elasticity of Demand, Factors Determining Elasticity of Demand, Importance.

Section B

- Indifference Curve Analysis: Meaning, Assumptions, Properties, Consumer Equilibrium, Importance.
- Production Function: Meaning, Types: Short Run and Long Run Production Function, Economies and Diseconomies of Scale.
- Theory of Costs: Types of Costs, Traditional Theory: Long Run & Short Run, Modern Theory: Long Run & Short Run.

Section C

- Managerial Theories: Profit maximization and Sales Maximization.
- Market Structure: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition.
- Oligopoly: Sweezy Model.

Section D

- National Income: Conceptual Framework, different concepts of National Income, Methods of Measuring National Income, Limitations of measuring National Income.
- Consumption Function: Meaning, and Nature, Determinants and Measures to Raise Propensity to Consume. Keynes Psychological Law of Consumption - Meaning, Properties and Implications.
- Inflation: Meaning, Types, Theories, Causes, Effects and Control. Phillips curve.

Course Outcomes: This course is designed to equip the students with better understanding of the economic relationship with business factors and its application in real life complex business situations. Students may develop the analytical ability to apply the economic theories and laws in the decision making process. It bridges the gap between economics in theory and in practice.

Suggested Readings:

1. Koutsoyiannis, A, Modern Micro Economics, Palgrave Macmillan Publishers, New Delhi.
2. Thomas Christopher R., and Maurice S. Charles, Managerial Economics – Concepts and Applications, 8th Edition, Tata McGraw Hills, 2006.
3. Mehta, P. L, Managerial Economics – Analysis, Problems and Cases, Sultan Chand & Sons, Delhi.
4. Peterson and Lewis, Managerial Economics, 4th Edition, Prentice Hall of India Pvt. Ltd., New Delhi.
5. Shapiro, Macro Economics, Galgotia Publications.
6. H. L Ahuja Advanced Economic Analysis, S. Chand & Co. Ltd, New Delhi.
7. G.S Gupta, Managerial Economics, Tata McGraw Hill.
8. Goel Dean, Managerial Economics, Prentice Hall of India, Pvt. Ltd., New Delhi.
9. http://swayam.gov.in/
10. http://edx.org formerly http://mooc.org/
11. http://epgp.inflibnet.ac.in/

OLMBA151T: BUSINESS ENVIRONMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four).Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

SECTION A

Business Environment: Meaning, Types: Internal Environment; External Environment; Micro and Macro Environment.

Salient features of Economic Systems: Capitalist System/Market Economy; Socialist System and Mixed Economy; Basic Features of Indian Economy.

SECTION B

Aspects of Economic Reforms: Liberalisation; Privatisation/Disinvestment of PUFLic Enterprises; Globalisation and its Implications for India.

Meaning and Rationale of Economic Planning in India; Objectives & features of NITI Aayog

Deficit financing and its implications for Indian Economy; Analysis of current year Annual Budget.

SECTION C

Consumer Rights and Consumerism: Role of Consumer Groups with Special Reference to India; Consumer Protection Act, 1986 with Latest Amendments

Social Responsibility of Business: Concept, Rationale, Dimensions, Models of Social Responsibility and Barriers to SR;The Environment Protection Act, 1986 with Latest Amendments.

SECTION D

Regulatory Policies of Government: Industrial Policy Changes during the Post Reforms; Fiscal and Monetary Policy Changes in India.

Salient Features of FEMA and GST (Goods and Services Tax)

Concepts of Balance-of-Payments; Balance-of-Trade; Currency Convertibility and Changes in Foreign Trade Policy of Indian Government.

Course Outcomes:

This course will provide knowledge of the environment in which businesses operate and helps the students to understand the different environment like, political, technological and economic environment of the business that impact the decision of any organization.

Suggested Readings

1. V.K. Puri & S.K. Misra, Economic Environment of Business, Latest Edition, Himalaya Publishing House, New Delhi.
2. A.C. Fernando, Business Environment, Latest Edition, Pearson Publication, New Delhi.
3. V. Neelamegam, Business Environment, Latest Edition, Vrinida Publications, Delhi.
4. Francis Cherunilam, Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.
5. K. Aswathappa, Essentials of Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.
6. Paul Justin, Business Environment, Latest Edition, McGraw Hill Education, New Delhi.
7. Ruddar Dutt and KPM Sundaram, Indian Economy, Latest Edition, S. Chand & Company Ltd., New Delhi.
8. http://swayam.gov.in/
9. http://edx.org formerly http://mooc.org/
10. http://epgp.inflibnet.ac.in/

Note: **It is Mandatory for the students to consult Economic Times, Business Standard, Financial Express, Annual Budget and Economic Survey of Government of India to understand this paper.**

Semester I

OLMBA152T: QUANTITATIVE METHODS FOR MANAGEMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Examination: 30% weightage
End Semester Examination: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

- **Correlation and Regression Analysis:** Simple correlation (Karl's Pearson – Actual Mean, Assumed Mean and Actual Value method), Partial and Multiple correlation coefficients. Regression-Definition, types, simple and multiple regressions (three variables only).
- **Basic Concepts of Probability:** Elementary probability theory: Definitions, Concepts, Combination in Theory of Probability, Additive and Multiplicative laws of probability and their business applications.
- Practical through SPSS/MS Excel.

Section B

- **Probability Distributions:** Binomial, Poisson and Normal distributions; with their properties, applications and fitting of curve.
- **Basic Concepts of Hypothesis:** Null and Alternative Hypotheses, Type I and Type II errors, Steps of hypothesis testing

Section C

- **Hypothesis testing** : **Parametric tests**: Z- Test(Population mean, two population mean and standard deviation and proportion) T- Test (Population mean, two means of independent and dependent samples(paired t-test)), F- Test (Variance-Ratio test), ANOVA (1-way and 2-way);
- **Non-Parametric tests**: Chi Square test.
- Practical through SPSS/MS Excel

Section D

- **Linear programming**: definition, characteristics, formulation of LPP; solution by graphic and Simplex method; Business Applications of LP.
- **Transportation problems**: For initial basic feasible solution- North West Corner, Least Cost, and Vogel Approximation Method and For Optimality – Stepping Stone and Modified Distribution Method.
- Practicals through SPSS/MS Excel

Course Outcomes: This course emphasizes on achieving an understanding of quantitative methods with associated statistical techniques and their usefulness in managerial decision making. Students develop relevant computational skills through hands on experience with statistical package namely SPSS resulting in nurturing of problem solving and analytical aptitude.

Suggested Readings:

1. Levin, Richard and David S Rubin: Statistics for Management, Prentice Hall, Delhi.
2. Levin and Brevson, Business Statistics, Pearson Education, New Delhi.
3. Anderson, Sweeney and Williams: Statistics for Business and Economics, Thompson, New Delhi.
4. Sharma, J.K., Business Statistics.
5. Hooda, R.P: Statistics for Business and Economics. Macmillan, New Delhi.
6. Lee S.M., L.J. Moore and B.W. Taylor, Management Science, Boston: Allyn Bacon, 1994.
7. Vohra, N. D., Quantitative Techniques in Management.
8. http://swayam.gov.in/
9. http://edx.org formerly http://mooc.org/
10. http://epgp.inflibnet.ac.in/

Semester I

OLMBA 153T: ACCOUNTING FOR MANAGEMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

SECTION A

- **Introduction to Accounting**: Accounting as an information system; Users of accounting information; Basic accounting concepts and conventions; Accounting Cycle; Scope of Accounting; Role of Accountant in Industry.
- **Understanding Corporate Financial Statements**: Types, Nature, Uses and Limitations**;** Preparation of Financial Statements.

SECTION B

- Corporate Reporting and Disclosure Requirements.
- **Tools of Financial Statement Analysis**: Ratio Analysis, Common Size Financial Statements, Comparative Statements and Trend Analysis.

SECTION C

- **Cost Accounting**: Definition and Objectives; Cost Management Concepts and Preparation of Cost Sheet. Cost Accounting v/s Financial Accounting.
- **Budgets and Budgetary Control**: Understanding Concepts of Master Budget, Fixed Budget and Flexible Budgets, Zero Base Budget, Participative Budget and Performance Budget.
- **Standard Costing as a Control Technique**: Setting of Standards; Advantages and Limitations.

SECTION D

- **Variance Analysis**: Meaning and Importance, Kinds of Variances and their Practical Usage – Material & Labour Variances.
- **Marginal Costing and Break-Even Analysis**: Concept of Marginal Cost; Marginal Costing and Absorption Costing; Marginal Costing and Direct Costing; Cost - Volume-

Profit Analysis; Break-Even Analysis - Assumptions and Applications of Break-Even-Analysis; Decisions Regarding Sales-Mix, Make or Buy Decisions and Discontinuation of a Product Line etc.

Course Outcomes: This course helps create awareness and understanding of the accounting process and fundamental accounting principles and to generate the ability of reading, interpreting and analyzing financial statements. The course provides decision making skills to students in financial analysis and application of quantitative knowledge to help analyze and solve business problems. Students will learn how to make financial decisions, including decisions around budgeting, financial statements, and cost and profit analysis.

Suggested Readings:

1. Bhattachrya, S.K. and John Dearden, "Accounting for Management - Text and Cases", Vikas Publishing House.
2. Lele RK. and Jawahar Lal, “Accounting Theory", Himalaya Publishers.
3. Porwal, L.S. "Accounting Theory", Tata McGraw Hill.
4. Horngren, Charles T., Gary L. Sundem and William O. Stratton, "Introduction to Management Accounting”, Pearson Education Asia.
5. Sharma, Subhash and M.P. Vithal, "Financial Accounting for Management Text and Cases", McMillan.
6. Arora, M.N., "Cost Accounting - Principles and Practice", Vikas Publishing House.
7. Pandey, I.M, "Essentials of Management Accounting", Vikas Publishing House.
8. http://swayam.gov.in/
9. http://edx.org formerly http://mooc.org/
10. http://epgp.inflibnet.ac.in/

MBA (TWO YEAR PROGRAMME)
(Under Credit Based Evaluation and Grading System*)*
SYLLABUS FOR THE BATCH FROM YEAR 2025 TO YEAR 2027

Semester I

OLMBA 154T: MARKETING MANAGEMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

- **Introduction to Marketing**: Scope of Marketing, Entities Marketed, Demand states, Core Marketing Concepts, company orientation towards the market place, Marketing Mix.
- **Market analysis:** analyzing the marketing environment, components of marketing information system, marketing research: scope, importance and process.
- **Analyzing Consumer Markets**: Consumer behavior influencers, The buying decision process, Bases of market segmentation.

Section B

- **Product characteristics and Product Classifications**, product hierarchy, systems and mixes, packaging labelling, warranties, and guarantees, Product Life Cycle marketing strategies. Brand equity, New Product Development Process.

Section C

- **Pricing Decisions:** Pricing by companies, changing pricing environment, setting the price.
- **Distribution Decisions:** Role and importance of channels, Channel Levels, channel functions and flows, channel conflict.
- **Retailing**: Types of retailers, Functions of Wholesalers.
- **Communication Decisions:** Role, Marketing communication mix, communication process, communication objectives, characteristics of and factors in setting communication mix.

Section D

- **Managing mass communications:** advertising, sales promotions, events, and experiences, and public relations.
- **Managing services:** categories of service mix, Distinctive characteristics of services.
- **Managing Digital Communications:** online social media, mobile, word of mouth buzz.
- **Managing personnel communications:** Direct and database marketing and personal selling. Relationship marketing.
- **Ethics and socially responsible marketing:** Cause related marketing, social marketing, rural marketing, marketing implementation and control.
- **Marketing implementation and Control.**

Semester I

Course Outcomes: Keeping in view the current environment, this course will help students to understand the current market and what are the market mix strategies to be adopted to capture the market. It also helps them to understand various pricing and communication techniques.

Suggested Readings:

1. Kotler, Philip; Keller, Kevin Lane , Marketing Management: 15th Edition. Pearson Education, New Delhi, 2016.
2. Ramaswamy, V.S. and Namakumari, S., Marketing Management: Global Perspective, Indian Context, 5th edition, Mc Graw Hill Education (India), 2015.
3. Kurtz, David L. and Boone, Louis E., Principles of Marketing, Thomson South-Western, 12th edition.
4. Enis, B. M., Marketing Classics: A Selection of Influential Articles, New York, McGraw-Hill, 1991.
5. Saxena, Rajan, Marketing Management, Tata McGraw-Hill, New Delhi, 2006
6. http://swayam.gov.in/
7. http://edx.org formerly http://mooc.org/
8. http://epgp.inflibnet.ac.in/

Semester I
OLMBA 155T: MANAGEMENT PRINCIPLES AND ORGANIZATIONAL BEHAVIOUR

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A- D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

SECTION A

Management: Concept, Functions, Roles and Skills, Manager's job and Management principles. **Schools/Historical background of Management**: Early Classical Approach: (Fayol's approach, Scientific Management); Neo Classical/Behavioral Approach (Human Relations Approach, Early Advocates of Organizational Behavior and the Hawthorne Studies), Modern Management Approach- Quantitative, Systems and Contingency approaches.

SECTION B

Organizational Behavior (OB) : Meaning, Challenges and Opportunities for OB.
Perception and Attribution: Concept, Factors Influencing Perception, Perceptual Process; Attribution Theory; Common Shortcuts in Judging Others.
Personality: Meaning, Determinants, Big Five Model, Other personality traits relevant to OB.

SECTION C

Motivation: Concept, Theories of Motivation: Maslow's Need Hierarchy Theory, Herzberg's Two-Factor Theory, Alderfer's ERG Theory, McClelland's Theory of Needs, Expectancy Theory, Equity Theory, and Goal Setting Theory.
Leadership: Concept, Trait Theories, Behavioral Theories, and Contingency Theories: Fiedler Model, Situational Leadership Theory, Path-Goal Theory, and Leader-Participation Model; Contemporary Theories: Leader-Member Exchange Theory, Charismatic Leadership, Transactional and Transformational Leadership, and Servant Leadership.
Decision Making: Rational Model, Bounded Rationality and Intuition; Common Biases and Errors in Decision Making.

Semester-I

SECTION D

Groups and Teams: Definition, Difference between Groups and teams; Stages of Group/Team Development, Types of teams.
Analysis of Interpersonal Relationship: Transactional Analysis.
Power and Politics: Meaning, Bases of Power, Role of Dependence in Power Relationships, Power Tactics, Causes and Consequences of Political Behavior.

SUGGESTED READINGS:

1. Tripathi, P.C and Reddy, P.N, Principles of Management, Tata McGraw-Hill, New Delhi.
2. Harold Koontz, and Heinz Weihrich, Essentials of Management: An International Perspective, Tata McGraw-Hill, New Delhi.
3. Robbins Stephen P: Organisational Behaviour, Pearson.
4. Greenberg Jerald and Baron Robert A.: Behaviour in Organisations: Understanding and Managing The Human Side of Work, Prentice Hall of India.
5. Kavita Singh: OrganisationalBehaviour, Vikas PUHLication.
6. Luthans Fred: OrganisationalBehaviour, Tata McGraw Hill.
7. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - OrganisationalBehaviour; Tata McGraw Hill.
8. Newstrom John W.: OrganisationalBehaviour, Tata McGraw Hill.
9. http://swayam.gov.in/
10. http://edx.org formerly http://mooc.org/
11. http://epgp.inflibnet.ac.in/

Course Outcomes: This course will help students to understand how individual differences such as personalities, perceptions, attitudes, and ethics- affect employee performance in the organization and describe how managers can capitalize on employee diversity. Students will be able to apply different motivational theories and methods to increase the productivity and job satisfaction of employees in the organization.

Semester II

OLMBA 250T:BUSINESS RESEARCH METHODOLOGY

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

Business Research Methodology: Introduction, Definition, Scope, Basic and Applied Research, Managerial Value of Business Research, Research Process.
Research Designs: Exploratory, Descriptive and Experimental Research Designs.
Exploratory Research Designs: Qualitative Techniques, Secondary Data Analysis, Experience Survey, Focus Groups, Depth Interview, Projective Techniques.
Descriptive Research Designs: Survey and Observation Methods.

Section B

Experimental Research Designs: Internal and External Validity in Experimentation, Basic Designs-After only, Before-After, After only with Control Group, Before-After with Control Group, Time Series Designs. **Classification of data**: Primary and Secondary, Research applications, Sources
Measurement: Concepts, Levels- Nominal, Ordinal, Interval and Rating Scale, Measurement Errors.

Section C

Sampling Design: Steps in Sampling Design, Probability Sampling Methods- Simple Random Sampling, Multistage Sampling, Systematic Sampling, Stratified Sampling, Cluster Sampling.
Non-Probability Sampling Methods- Convenience Sampling, Judgement Sampling, Snowball Sampling Quota
Sampling. Sampling and Non-Sampling Errors Tabulation and Cross Tabulation of Data

Section D

Questionnaire and Questionnaire Design: Criteria for questionnaire designing: Types of questionnaires, steps involved in designing a questionnaire
Referencing: Need, styles and formatting
Report Writing: Importance of report writing, Types of research reports, and Report Structure.

Suggested Readings:

1. Cooper, D. R. and Schindler, P.S., "Business Research Methods", Tata McGraw Hill, New Delhi.
2. Levine, D.M., Krehbiel T.C. and Berenson M.L., "Business Statistics", Pearson Education, New Delhi.
3. Bryman, Alan and Bell, Emma, "Business Research Methods" Oxford University Press, New Delhi.
4. Bajpai, Naval, "Business Research Methods", Pearson Publications, New Delhi.
5. Chawla, Deepak and Sondhi, Neena, "Research Methodology: Concepts and Cases", Vikas Publication House, Noida
6. http://swayam.gov.in/
7. http://edx.org formerly http://mooc.org/
8. http://epgp.inflibnet.ac.in/

Course Outcomes: This course is designed to develop critical core competencies and skills required to carry out scientific research enquiry. The course provides a strong grounding in understanding the research process thereby enabling students to engage themselves as either the independent sole researcher or as part of an organizational research team.

OLMBA 255S: SEMINAR I

Credits: 0-0-4

Total Marks: 100

Course Outcomes: The course trains students to develop presentation skills that will be essential during their entire professional careers. Ultimately, a firm foundation for students to further evolve as insightful authors and confident orators is established**.**

OLMBA 251T: FINANCIAL MANAGEMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

SECTION A

- **Financial Management**: Meaning and Nature; Financial Goal-Profit vs. Wealth Maximization; Finance Functions-Investment, Financing, Liquidity and Dividend Decisions. Financial Planning- Capitalization, Theories of Capitalization.
- **Time Value of Money** -Rationale; Techniques; Present value, future value and annuity; Concepts of compounding and discounting. (Practical Through Excel)
- **Instruments of finance**: Long Term and Short Term.

SECTION B

- **Cost of Capital**: Meaning and Significance of Cost of Capital; Calculation of Cost of Debt, Preference Capital, Equity Capital and Retained Earnings; Combined Cost of Capital (Weighted). (Practical Through Excel)
- **Capital Structure Theories**: Conceptual Framework. Determinants. Net Income Approach, Net Operating Income Approach, Intermediary Approach and M.M. Hypotheses with Special Reference to the Process of Arbitrage. (Practical Through Excel)

SECTION C

- **Operating and Financial Leverage**: Measurement of Leverages; Financial and Operating Leverage, Combined Leverage. (Practical Through Excel)
- **Capital Budgeting**: Nature of Investment Decisions; Investment Evaluation Criteria- Non- Discounted Cash Flow Criteria, Discounted Cash Flow Criteria; Risk Analysis in Capital Budgeting (Practical Through Excel).
- **Dividend Policies**: Issues in Dividend Decisions. Forms of Dividends; Theories of Relevance and Irrelevance of Dividends. (Practical Through Excel)

SECTION D

- **Management of Working Capital**: Meaning, Significance and Types of Working Capital; Approaches of Working Capital; Calculating Operating Cycle Period and Estimation of Working Capital Requirements.

- **Management of Cash**: Motives for Holding Cash, Objectives of Cash Management; Factors Determining Cash Needs; Basic Strategies of Cash Management; Cash Management Techniques
- **Management of Receivables**: Credit Policy, Credit Terms and Collection Efforts.

**All concepts to be practically done through use of excel.*

Suggested Readings:

1. Berk, Jonathan and DeMarzo, Peter: Financial Management, Pearson Education, Dorling Kindersley (India) Pvt Ltd.
2. Bhattacharya, Hrishlkas: Working Capital Management: Strategies and Techniques, Prentice Hall, New Delhi.
3. Brealey, Richard A and Sleward C. Myers: Corporate Finance, McGraw Hill. Int. Ed, New York.
4. Chandrara, Prasanna: Financial Management, Tata McGraw Hill, Delhi
5. Hampton, John: Financial Decision Making, Prentice Hall, Delhi
6. Pandey, I,M: Financial Management, Vikas Publishing House, Delhi.
7. Van Horne. J.G. and J.M. Wachowicz Jr.: Fundamentals of Financial Management. Prentice-Hall, Delhi.
8. Van Horne, James G: Financial Management and Policy, Prentice Hall, Delhi,
9. Pinches, George E: Essentials of Financial Management; Harper and Row, New York,
10. Khan MY, Jain PK: Financial Management; Tata McGraw Hill, New Delhi.
11. Archer, Stephen, H., Choate G Marc, Racette, George; Financial Management; John Wiley, New York
12. Block, Stanley B, Geoffrey A Hilt: Foundations of Financial Management; Richard D. Jrwin, Homewood lllinois
13. http://swayam.gov.in/
14. http://edx.org formerly http://mooc.org/
15. http://epgp.inflibnet.ac.in/

Course Outcomes: This course is designed to equip students with the knowledge and skills to perform various financial functions of financing, investing, and profit planning in the most effective and efficient manner. It would facilitate both personal and institutional financial planning in the most prudent manner considering returns as well as inherent risks.

Semester II

OLMBA252T:HUMAN RESOURCE MANAGEMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

Human Resource Management (HRM): Nature, Scope, Objectives and Functions of HRM, Evolution of HRM, Changing Trends in HRM.

Human Resource Planning (HRP): Concept, Need and Importance of HRP, Factors Affecting HRP, Human Resource Planning Process.

Job Analysis: Meaning and Objective, Process, Methods of Collecting job data, Uses of Job Analysis, Problems of Job Analysis.

Section B

Recruitment and Selection: Meaning and Factors Governing Recruitment, Recruitment Sources and Techniques. Meaning and Process of Selection, Problems associated with Recruitment and Selection.

HR Training and Development: Concept and Need, Process of Training and Development Programme: Identification of Training and Development Needs, Objectives, Strategy & Designing of Training and Development, Implementation and Methods of Training Programme and Levels of Training Evaluation, Impediments to Effective Training.

Section C

Employee Separation and Retention: Concept, Types of Employee separations, Factors Responsible for High Employee Turnover, Managing Early Retirements, Lay-offs and Voluntary Turnover, Outplacement. **Performance Appraisal**: Meaning, Purpose, Essentials of Effective Performance Appraisal System, Various Components of Performance Appraisal, Methods and Techniques of Performance Appraisal.

Job Evaluation: Meaning, Process and Methods of Job Evaluation.

Section D

Managing Compensation and Employee Remuneration: Concept, Objectives, Components of Employee Remuneration, Factors Influencing Employee Remuneration, Challenges of Remuneration.

Incentives: Concept, Importance and Process of Incentives.

Fringe Benefits: Meaning, Forms and Administration of Benefits.

Managing Diversity: Concept, Approaches to Managing Diversity, Challenges in managing employee diversity, Diversity Training.

Suggested Readings:

1) Dessler, Gary, "Human Resource Management", New Delhi, Pearson Education Asia.
2) Durai, Pravin, "Human Resource Management," New Delhi, Pearson.
3) Noe, Raymond A., Hollenbeck, John R, Gerhart, Barry, Wright, Patrick M., "Human Resource Management: Gaining a Competitive Advantage," New Delhi, McGraw-Hill.
4) Mathis, Robert L. and Jackson, John H., "Human Resource Management," New Delhi,Thomson.
5) Gomez, Meja, Balkin, Cardy, "Managing Human Resources," New Delhi, Pearson Education.
6) Aswathappa, K., "Human Resource Management", Text and Cases. New Delhi, Tata McGraw – Hill.
7) Snell, Scott, and Bohlander, George, "Human Resource Management," New Delhi, Cengage Learning.
8) Mamoria and Rao, "Personnel Management", New Delhi, Himalaya Publishing House.

9. http://swayam.gov.in/
10. http://edx.org formerly http://mooc.org/
11.http://epgp.inflibnet.ac.in/

Latest Editions to be followed

Course Outcomes: The course will provide a comprehensive understanding about human resource management in the organizations. Particularly, students will gain knowledge about the core functions of HR department including procurement, payroll, training and retention of employees.

Semester II

OLMBA 253T: ENTREPRENEURIAL DEVELOPMENT AND MSMEs

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

- Entrepreneurship: Concepts, Types, Characteristics, Classification, Nature and Functions. Developing Corporate Entrepreneurship.
- Understanding Entrepreneurship Perspective: Entrepreneurship Motivation.
- Developing Creativity and Understanding Innovation.

Section B

- Ethics and Social Responsibility of an Entrepreneur.
- Role of Entrepreneurship in Economic Development.
- Entrepreneurial Decision Process.
- Micro, Small and Medium Enterprises

Section C

- Process of setting up of a small scale industrial enterprise, legal requirements in setting up, governmental policies for SMEs. Entrepreneurial support system: SIDBI, TCO,NIESBUD, DICs, NIDC, NSIC, EDI Ahmedabad, NABARD, SFC's, NIMSME.
- Entrepreneurship Development Program: Meaning and Objectives of EDPs, factors of successful EDP, Role of EDPs in entrepreneurial development.

Section D

- Environmental Assessment: Macro and Micro View. Project Management Concept. Generation and Screening of Project Ideas: Sources and Methods. Feasibility Study. Time and Cost Overrun. Market and Demand Analysis. Technical Analysis. Financial Analysis, Local Cost Benefit Analysis, Developing an Effective Business Plan

Semester-II

Suggested Readings:

1. Hisrich, Robert D and Peters, Michael P, Entrepreneurship, Delhi, Tata McGraw Hill, 2002.
2. Holt, David H, Entrepreneurship: New Venture Creation, Delhi, Prentice Hall of India,2001.
3. Cliffton, Davis S. and Syflie, David E, "Project Feasibility Analysis" , 1977 John Wiley, New York.
4. Chandra, Prasanna, Projects : Preparation, Appraisal, Budgeting and Implementation., New Delhi, Tata McGraw Hill
5. MohantyKeshari: Fundamentals of entrepreneurship, PHI Learning Pvt. Limited.
6. Kuratko.D.F.,Rao T.V.: Entrepreneurship-A South-Asian Perspective, Cencage Learning India Pvt. Ltd.
7. http://swayam.gov.in/
8. http://edx.org formerly http://mooc.org/
9. http://epgp.inflibnet.ac.in/

Course Outcomes: This course is a combination of theoretical and empirical perspectives for the application of knowledge to real-life organisational issues. The students will learn developing idea generation, how to start an enterprise and design business plans and know the parameters to assess opportunities and constraints for new business ideas.

Semester II

OLMBA254T: BUSINESS COMMUNICATION AND PERSONALITY DEVELOPMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

Introduction to Business Communication:- Effective Communication, Goals of Communication, One-way and Two-way Communication, Directions of Communication, Channels of Communication, Methods of Communication, Lines of Communication, Communication Networks, New Communication Media, Verbal and Non-Verbal Communication, The Grapevine, Miscommunication and Communication Failures, Barriers to Communication, Communication Breakdown: Seven Cardinal Mistakes Managers Make Communication Barriers and Technology, Facilitating Effective Communications, Communication Strategy.
Communicating in a Diverse Work Environment:- Introduction, Culture- Hierarchy and Status, Team Versus Individualism, Punctuality, Technology, Cultural Contexts, Concepts of Culture.

Section B

International Communication- Direct versus Indirect Communication, Accents and Fluency, Chain of Command, Physical Aspects, Non-Verbal Communication, Intercultural Communication and the Workplace- Cultural Conflicts, Resolving Cultural Conflicts, Working Your Way Out of Challenges.

Interpersonal Communication: - Defining Interpersonal Communication, An Evolving Model for Interpersonal Communication, Principles of Interpersonal Communication and Barriers to Interpersonal Communication.
Relational Development:- The Role of Interpersonal Semantics- The Open Area or the Arena, The Blind Area, The Facade, The Unknown Area; Managerial Implications of the Johari Window, Johari Window, Tuckman Model, and Team Development- Forming, Storming, Norming, Performing; Emotional Intelligence, Getting Along with Others, Interpersonal Communication Styles, Interpersonal Communication Under Stress- Fight or Flight, Bases for Selecting a Conflict Communication Mode, Conflict Resolution and Communication, Being Assertive.

Section C

Analysing Transactions*: The Units of Communication*:- Introduction, The Role of Intonation, Strokes, The Three Ego States, Analysing Transactions- Complementary Transactions, Crossed

Transaction, Duplex or Ulterior Transactions, Transactional Analysis and Business, How to Manage Conversations, Structural Analysis, Understanding Ego States- Child State, Parent State, Adult State, Certain Habits of Ineffective Conversationalists.

Business Meetings:Meetings: Definition and Types- Skip Level Meetings, Stand-up Meetings or the Daily Scrum, Performance Appraisal Meetings, Annual General Meetings, Key Attributes of a Productive Meeting, A Tentative Model of Process of Meeting, Meeting Etiquette, Do's and Don'ts, Handling Disruptions in Meetings- Side Talkers, Ramblers, Aggressors, Opponents, Wallflowers; The Agenda and Minutes of a Meeting, Challenges Before Managers.

Section D

***Preparing and Delivering Presentations*:-** Introduction and Importance of Presentations, Types of Presentations, Common Problems with Presentations, The Central Tenets of Presentations, Qualities of an Effective Presenter, Presentation Strategies- Purpose, Audience, Context, Technique; Preparation and Delivery- Collecting Information, Organizing Information, Structure of a Presentation; Opening, Closing, and Sustaining the Presentation, Getting Ready to Deliver a Presentation- Delivering Outline, Stage Fright and Speech Anxiety, How to Deal with Stage Fright Successfully, An Ideal Presenter, Body Language and Presentations, Visual Cues, Vocal and Verbal Enhancements in a Presentation, Handling Questions, Preparing Visual Aids.

***Employment Communication*:-** Introduction, Networking, Correspondence Related to Recruitment-

The Cover Letter and Resume, Other Types of Job Correspondence, Preparing & Writing a Resume, Resume Formats, List of Do's & Don'ts, Scannable Resumes and Resumes Sent by E-mail, E- mailing Resumes. ***Group Discussions*-** Knowledge, Communication Skills, Team Dynamics, Leadership Skills, Classification of Group Discussions, Evaluating Group Discussions, Real-Life Scenarios: Lessons to be Learnt.

***The Job Interview Process*-** Types of Interviews, Preparing for an Interview, Special Techniques for Facing Different Kinds of Interviews.

Course Outcome: This course has been designed to provide a comprehensive view of scope and importance of communication in business and equip students to display competence in oral, writing and visual communication, apply communication theories, effective internal communication and skills required for presentation and interaction within an organisation. Students are also prepared to face job interviews.

Suggested Readings:-

1. Mehra, Payal, "Business Communication for Managers", Pearson Education, New Delhi.
2. Penrose, Rasberry and Myers, "Business Communication for Managers- An Advanced Approach", Cengage Learning, New Delhi.
3. Murphy, Hildebrandt and Thomas, "Effective Business Communication", Tata McGraw- Hill, New Delhi.
4. Chaturvedi and Chaturvedi, "Business Communication: Concepts, Cases and Applications",Pearson Education, New Delhi.
5. Raman, Meenakshi and Singh Parkash "Business Communication", Oxford University Press, NewDelhi.
6. http://swayam.gov.in/
7. http://edx.org formerly http://mooc.org/
8. http://epgp.inflibnet.ac.in/

SEMESTER III

OLMBA371T: CAPITAL MARKETS AND INVESTMENT MANAGEMENT

Credits 4-0-0
Total Marks:100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Examination: 30% weightage
End Semester Examination: 70% weightage

Instructions for the Paper Setters:

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

Meaning of Capital Market, Evolution, Structure, Capital Market Instruments, Regulation of Indian Capital Market

Meaning and Functions of New Issue Market, New Issue market Vs Secondary Market, Methods of New Issue-methods of marketing securities, Stock option, ESOP, Bought out deals and Private placements

Section – B

Stock Exchange: Regulation of Stock exchanges in India, Membership rules of stock exchange, Listing of Securities; Trading on a Stock Exchange-Online Trading, Internet Trading ; Margin Trading

Clearing and Settlement : Policy Developments, Clearing Process, Settlement-Process, Account period settlement, Rolling settlement, Continuous Net Settlement

Section – C

Depository: Role and need, Procedure for Dematerialisation and Rematerialisation

Security Analysis: Concept and Types of Risk and Return, Risk- Return Trade-off

Nature and Scope of Investment analysis, Elements of Investment, Avenues of Investment, Approaches to Investment Analysis, Concept of Risk and Return

Section – D

Investment Analysis: Fundamental Analysis, Technical Analysis, Efficient Market Hypotheses, Capital Asset Pricing Model (CAPM), Arbitrage Pricing Theory

Portfolio Management: Construction, Revision and Evaluation

Suggested Readings:

1. Sharpe, William F., Gordon J. Alexander and Jeffrey V. Bailey, Investments (Prentice Hall of India).
2. Fabozzi, Frank Investment Management (Prentice Hall).
3. Taggart, Robert A., Quantitative Analysis for Investment Management (Prentice Hall).

4. Richard Brealey and Steward Myers. Principles of Corporate Finance, McGraw- Hill.
5. Khan, M Y, Financial Services, Tata McGraw Hill Publishing Company, New Delhi.
6. Singh, Preeti Investment Management, Himalaya Publishing House, New Delhi.
7. http://swayam.gov.in/
8. http://edx.org formerly http://mooc.org/
9. http://epgp.inflibnet.ac.in/

OLMBA372T: MANAGEMENT CONTROL SYSTEM

Credits 4-0-0

Total Marks: 100

Mid Semester Marks: 30

End Semester Marks: 70

Mid Semester Examination: 30% weightage
End Semester Examination: 70% weightage

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5^{th} question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

Management Control System: Elements of a control system, Boundaries of management control, Strategy formulation, Management control and Task control.
Behavioral Aspects of Management Control: Goal congruence – factors affecting goal congruence – formal and informal.
Management Control Structure: Types of Organization Structures & its implications for system design: Controller's organization- Functions of Controller

Section – B

Responsibility Accounting: Meaning, Responsibility Centre Types: Revenue centre, Expense centre, Profit centre, Investment centre, Advantages and Implementation.
Transfer Pricing: Objectives, Methods of Transfer Pricing, Arm's Length Principle, Issues in Fixing Transfer Pricing.

Section – C

Budgeting and Budgetary control: Nature, Preparation of Budgets, Relevance of Budgetary Control in MCS, Behavioral Aspects in budgeting.

Performance Measurement: Financial & Non-Financial Measures, Return on Sales, ROI, Residual Income, Economic Value Added.

Section – D

Balanced Score Card: Four Perspectives, Aligning BSC to Strategy, Features of a good BSC, Implementation and pitfalls of BSC.

Management Compensation & Rewards: Characteristics of incentive compensation plans, Incentives for corporate officers and business unit managers.

Recommended Book:

1. Robert Anthony and Vijay Govindrajan, Management Control Systems, Tata McGrawHill Pub. 12^{th} edition.
2. Charles Horngren, Srikant Datar, George Foster, Cost Accounting – A Management Emphasis, Pearson Publications.

Suggested Readings:

1. Management Control Systems – P. Saravnaval, Himalaya Publications.

2. Management Control Systems – Using Adaptive Systems to Attain Control – Joseph A. Maciariello & Calvin J Kirby, Second Edition, Prentice Hall of India.
3. http://swayam.gov.in/
4. http://edx.org/ formerly http://mooc.org/
5. http://epgp.inflibnet.ac.in/

OLMBA373T: MANAGEMENT OF BANKING AND INSURANCE

Credits 4-0-0
Total Marks: 100
Mid Semester Marks:20
End Semester Marks: 80
Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:-
Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

Section A

- **Evolution of Modern Commercial Banking in India**: Introduction and components of Indian Banking System.
- **Commercial banks in India**: Structure, Functions, Evolution, Nationalisation of banks in India
- **Banking Sector Reforms in India**: Narsimham Committee, Basel Norms and Implications for Indian Banks
- **Central Bank as Regulator**: Monetary policy of RBI, Tools, Goals, Strategy, and Tactics of Monetary Policy

Section B

Banking Regulations: Law relating to Banking Regulation Role of RBI, reserve requirements, CRAR and Prudential norms for asset classification, income recognition and provisioning. Anti-money laundering and KYC norms.

Risk Management in Banks: Basic concepts, Need/purpose, process. Risk management strategies, Asset- Liability Management.

Section C

- I**ntroduction to insurance**: Relevance of insurance, Structure of insurance industry, Principles of Insurance**.** Re-insurance**-** Concept, Features, Types.

Types of Insurance: Life Insurance and its Variants, General Insurance: Group insurance, Health Insurance, Unit linked Insurance Plans, Fire Insurance, Marine Insurance.

- **Regulatory Aspects**: Brief overview of the Legal and Regulatory Frameworks Relating to Life and General Insurance in India, Role of IRDA.

Section D

- **Claim settlement in Insurance**: Types of claims, Procedure in Life, Fire, Health
- **Distribution Channels for Insurance:** Agency, Direct Marketing, Bancassurance, Brokers
- **Financial Planning and Taxation w.r.t. Insurance:** Different Types of Insurance Plans: Whole Life, Term Assurance, Endowment, Tax Benefits under Insurance Policies

Suggested Readings:

1. Management of Banking and Financial Services, Paul and Suresh, Pearson education, 2007.
2. Financial Institutions and Markets, L.M. Bhole, Tata McGraw Hill, 2004, 4th Edition.

3. Indian Financial System, Theory and Practices, M.Y. Khan, Tata McGraw Hill, 2004, 4thEdition.
4. An Introduction to Fund & Investment Management in Banks, R Bhaskaran, BIRD, Lucknow
5. Risk Management & Insurance, Arhur Williams – McGraw Hill.
6. Niehaus, Harrington (2007), Risk Management and Insurance, Tata McGraw-Hill Edition
7. Sethi Jyotsna and Bhatia, Nishwan (2011) Elements of Banking and Insurance.
8. Sahoo, SC and Das, SC (2011) "Insurance management – Text and cases, Himalaya Publishing House
9. Rejda, George E (2011) Principles Risk Management and Insurance, Pearson Education, New Delhi.

Course Outcome: The course examines the theoretical concepts at the bottom of the commercial banking operations and insurance in the form of financial intermediation and their unique role of in the Indian economy. The structure of the financial system and problems posed by dynamic environment are given real-time practical applications that assess the performance of banking system and insurance industry. With the boom in the banking and insurance sector and the amount of assets involved, a course addressing these areas, its regulation and practical aspect is indispensable for growth of students.

OLMBA374T: CORPORATE LAW AND ADMINISTRATION

Credits: 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Examination: 30%weightage
End Semester Examination: 70%weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

Section A

- **Companies Act and its Administration:** History, Extent and Application; Latest Amendments and Authorities under the Companies Act.
- **Company:** Definition and Characteristics of a Company; Lifting of the Corporate Veil; Company vs. Partnership; Limited Liability Partnership.
- **Kinds of Companies:** Different Classifications of Companies. Privileges of a Private Company. Distinction between a Public and Private Company. Conversion of a Private Company in to a Public Company. One Person Company.

Section B

- **Formation of a Company:** Promoters, Incorporation of a Company: Procedure and Documents to be Filled. Preliminary Contracts.
- **Memorandum of Association:** Meaning, Importance, Contents, Alteration, Doctrine of Ultra-Vires.
- **Article of Association:** Meaning, Contents, Alteration, Memorandum of Association and Article of Association, Constructive Notice of Memorandum and Article, Doctrine of Indoor Management.

Section C

- **Prospectus:** Definition, Dating and Registration of Prospectus, Kind of Prospectus: Shelf Prospectus, Deemed Prospectus, Abridge Prospectus, Red herring Prospectus, Liability for Misstatement in prospectus.
- **Share Capital:** Kinds, Classes of Capital, Alteration of Capital, Further issue of Capital, Voting Rights.
- **Share:** Definition, Types of Shares, Application and Allotment of Shares, Issue of Shares, Transfer and Transmission of shares.

Section D

- **Company Management Director:** Appointment and Restriction on Appointment, Removal, Qualification, Duties and Powers, Remuneration of Directors. Women Directors.
- **Meeting of Shareholders:** Types, Rules of Meetings, Voting, Resolutions and Minutes
- **Winding up of a Company:** Modes of Winding up, Commencement and Procedure of Winding up and Consequences of Winding up order.

Suggested Readings:

1. Majumdar A.K. and Kapoor G.K., Company Law and Practice, Taxmann Publications, New Delhi**.**
2. Singh, Avtar, Company Law, Easter Book Co. Lucknow
3. Avadhanni, V. A., SEBI Guidelines and Listing of Companies, Himalaya Publishing House, Delhi.
4. Nolakha Ratan, Company Law and Practice, Vikas Publishing House (P), Ltd.
5. Chuhan, S.D. Singh and Sharma N.K., Indian Company Law Sahitya Bhawan, Agra.

Course Outcomes: This course is designed to provide deep insight about a Company and its scope of operations. It gives knowledge to the students about all the legal documentation involved in forming the company. It keeps them updated about the latest amendments done in Companies Act,2013.

OLMBA375T- FINANCIAL MARKETS AND FINANCIAL SERVICES

Credits 4-0-0
Total Marks:100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Examination: 30% weightage
End Semester Examination: 70% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted rom any Section.

Section A

- **Financial System**–Nature and role of financial system, financial system and economic development, Indian Financial system- structure, strengths and deficiencies, regulators, Reforms in Indian financial system
- **Financial Markets**: Functions, Types, **Money market**: Role, functions, instruments, Role of RBI in money market, Latest developments and reforms in Indian money market

Section B

- **Capital Market**: Functions, types, products, History of capital market in India;
- **Primary market**: intermediaries to an issue, book building process; Types of primary issues.
- **Secondary market:** Functions, Development of stock market in India, Regulation of stock exchanges, Listing, Trading rules and regulations, Stock exchanges operating in India, Reforms in secondary markets.
- **Derivatives Market**: Products, Participants and Functions, Derivatives Market in India

Section C

- **Financial Services:** Concept, Nature and Scope of Financial Services; Growth of Financial Services in India
- **Merchant Banking:** Nature and scope of Merchant Banking – Regulation of Merchant Banking Activity
- **Credit Rating:** Concept of Credit Rating. Types of Credit Rating, Credit Rating Agencies
- **Housing Finance:** Housing Finance Companies, Refinance Schemes for HFCs, Regulatory framework
- **Leasing**: types of Leases – Evaluation of Leasing Option Vs. Borrowing

Section D

- **Venture Capital**: Growth of Venture Capital in India; Financing Pattern under Venture Capital; Legal Aspects and Growth of Venture Capital Financing in India
- **Factoring:** Concept of Factoring; Forms of Factoring–Factoring, Forfaiting and Bills Discounting; Factoring in the Indian Context
- **Securitisation:** Securitization in India: concept, nature, scope and their implications
- **Mutual Funds**: Concept and Objectives, Organization; Types, Status,

Suggested Readings:

1. Bhole, L.M and Mahakud, J. Financial Institutions and Markets- Structure, Growth and Innovations, 6e, 2017 McGraw Hill Education (India) Private Limited
2. Pathak, B.V. Indian Financial System, 5e, 2018, Pearson India Education Services Pvt. Ltd
3. Bhalla V.K. Management of Financial Services, Anmol Publications Pvt. Ltd., New Delhi,2002
4. SEBI Guidelines, Nabhi Publications
5. The Financial Services Revolution, Clifford E Kirsch-McGraw Hill.
6. Kohn Meir, Financial Institutions and Markets, -Tata McGraw Hill.
7. Srivastava R M, Management of IndianFinancia1Institutions, Himalaya Publishing.
8. Gursamy S., Financial Markets and Institutions, Thomson. (2004)

Course Outcome: The objective of this course is to familiarize the students with the nature and scope of various types of financial services and the regulatory environment in which they operate. The program prepares students for many career avenues in financial industries as the curriculum makes them perfectly prepared for the financial services sector. They also generate the ability to work independently and contribute their ideas towards financial services projects

OLMBA376S: SEMINAR II

Total Marks: 100

OLMBA377T: DATA ANALYTICS

Credits 4-0-0
Total Marks:100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Examination: 30% weightage
End Semester Examination: 70% weightage

Instructions for the Paper Setters:

Note: The paper-setters shall be asked to set 8 (eight) Questions (of equal marks), two in each of the four sections (Section A to D, corresponding to the distribution in the syllabi). Further, the paper-setters shall be instructed to make sub-sections (not exceeding 4) of the questions and allocate appropriate marks to each sub-section. The candidates shall be asked to attempt five questions by selecting one question from each section and fifth question may be attempted from any section.

Section-A

Introduction to Data Analytics: Introduction, Types of analytics techniques, types of data, variables and scales of measurement, data sources and file formats.

Data Management and Wrangling: Data Inspection, Data Preparation- Handling Missing Values, Detecting Outliers, Subsetting, Data Transformation, Binning, Mathematical Transformations, Transforming Categorical Data.

Section B

Data Visualization and Summary Measures: Bar Chart, Histogram, Frequency Distribution, Visualizing the Relationship between Two Categorical Variables, Two Numerical Variables

Summary Measures- Measures of Central Location, Measures of Dispersion, Measures of Shape, Measures of Association.

Section C

Probability and Probability Distributions- Concepts and Rules, The Total Probability Rule and Bayes' Theorem, Random Variables And Discrete Probability Distributions, The Binomial And The Poisson Distributions, The Normal Distribution.

Statistical Inference: Sampling Distributions of the Sample Mean, Proportion, The Central Limit Theorem. Estimation- Point Estimation, Confidence Interval.

Section D

Hypothesis Testing- Null and the Alternative Hypotheses, Type I and Type II Errors, Conceptual framework and application of parametric tests (One-sample t test, independent sample test, paired sample t test, ANOVA) and alternative non-parametric tests (Mann Whitney U test, Kruskal Wallis test, Chi-square goodness of fit, Chi-square test of association)

Software Used: Practical problems will be solved using Excel and Excel Add-ins like Mega Stat, Open Source Software Jamovi and Gretl,

Suggested Readings:

1. Damodar N. Gujarat and S.Sangeeta, "Basic Econometrics", Tata Mc Graw Hill Publishers, New Delhi, Fourth Edition, 2008.

2. A.K. Sharma, "Text Book of Correlations and Regression", Discovering Publishing House, New Delhi, Fourth Edition, 2005.

3. Navarro DJ and Foxcroft DR, "Learning Statistics with Jamovi: a tutorial for psychology students and other beginners", 2022 (Version 0.70). Available at:http://learnstatswithjamovi.com.

4. Chris Brooks, "Introductory Econometrics for Finance", Cambridge University Press, Cambridge, New York, Second Edition, 2002.

5. Hair, Black, Babin, Anderson and Tatham, Multivariate Data Analysis, New Delhi: Pearson Education, Seventh Edition, 2010.

Course Outcome:
On the completion of course, students will be able to develop proficiency with statistical analysis of data using various open softwares. Further, students will gain experience in using various tools of data analysis to structure the big data in a meaningful way. Last but not the least, the course will deepen their knowledge and enhance their skills in adapting to new and latest data science technologies.

SEMESTER IV
OLMBA471T: FINANCIAL RISK MANAGEMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Examination: 30% weightage
End Semester Examination: 70% weightage

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

- **Introduction to Risk Management:**-Managing Risk, Types of Business Risk
- **Introduction to Financial Risk:** Meaning of Derivatives, its Products, Classification, Participants,Functions,EvolutionofDerivatives,MisuseandCriticismofderivatives

Section – B

Forward and Futures:-

Forward Contract, Its features, Settlement of forward contract
The Fundamentals of Future Contract, Its Characteristics, its types and Mechanism of Future Trading

- Introduction to Spot and Forward Market, Determination of foreign exchange rate.
- Alternate Measures of Foreign Exchange Exposure

Section – C

- **Options:**-Overview, Types of options, Options Valuations, Options Positions (Payoffs), Factors affecting Option Prices, Options Strategies.
- **Swaps:**-Evolution of Swap Market, its Features, Types of Swaps, Mechanism and Structure of Swap Transactions, Valuation and Applications of Swaps.

Section – D

- **Foreign Exchange System:**- Foreign Exchange Mechanism, Bretton Wood System, Alternatives Exchange Rates, International Monetary Fund (IMF).
- **Hedging and Speculation** with Commodity Futures, Interest Rate Futures, Currency futures, Stock Index Futures. Optimal Hedge Ratio.
- **Risk Hedging:** Measuring and Managing Transaction Exposure; Measuring and Managing Operating Exposure.

Suggested Readings:

1. Risk Management & Insurance, 8e, C Arthur Williams, Michael Smith, Peter Young-McGrawHill.
2. Foreign Exchange, International Finance & Risk Management, AV Rajwade–Academic of Business Studies.
3. Introduction to Futures & Options, John C Hull.
4. Options and Futures, David A Dubufsky-McGraw-Hill.
5. Futures and Options, Franklin R Edwards & Cindy W Ma-McGraw-Hill.
6. Financial Derivatives, Keith Redhed-Prentice Hall India.
7. Winning in the Options Market, Alans Lyons–S Chand & Co.
8. Understanding Options, Robert W Kolb-John Wiley & Sons Inc.
9. http://swayam.gov.in/
10. http://edx.org formerly http://mooc.org/
11. http://epgp.inflibnet.ac.in/

OLMBA472T: PORTFOLIO MANAGEMENT

Credits 4-0-0
Total Marks:100
Mid Semester Marks:20
End Semester Marks:80
Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:
Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A

Portfolio Theory: A portfolio approach to investing, Managing portfolios: Constraints, Investors, Investment vehicles. Steps in portfolio management process; Investment characteristics of assets- Computation, evaluation and comparison of various measures of risk and return; Utility theory and Indifference curves, Portfolio diversification; Efficient frontier and optimal portfolio,

SECTION B

Capital Market theory- Portfolio of risk free and risky asset, Capital market line, Pricing of risk and computation of expected return: Calculation and interpretation of beta coefficient, CAPM model: Security Market line, Applications of CAPM and limitations Introduction to risk management: Risk management process, Risk governance, Identification of risks and their interaction, Measuring and modifying risk

SECTION C

Portfolio Planning-Investment policy statement, Components, Considerations in portfolio construction
Bond fundamentals; Analysis and valuation of bonds, Bond portfolio management strategies: Active management, Passive management, Core-plus management, matched funding management, contingent and structured management strategies

SECTION D

Equity portfolio management Strategies: Active and Passive strategies, Style analysis, asset allocation strategies
Portfolio performance evaluation: Measures of performance: Sharpe ratio, Treynor Ratio, Risk adjusted performance, Jensen's Alpha, Application of portfolio performance measures, factors affecting use of performance measures

Suggested Readings:

1. Security Analysis and Portfolio Management. 6e, Donald E Fischer and Ronald J Jordan – Prentice-Hall, India.

2. Alternative Investments and Portfolio Management. 2020. CFA Program Curriculum

3. Investment Analysis and Management, 5e, Sharpe, Alexander, Bailey - Prentice Hall India.

4. Fundamentals of Investment, Geoffrey A Hirt, Stanley Block - Irwin/McGraw-Hill.

5. Stock Market Analysis for Intelligent Investors, N J Yasaswy - Vision Books.

6. Portfolio Management: Theory & Applications, 2e, James L Farrell - Irwin/McGraw-Hill.

7. Stock Exchange and Investments, V Raghunathan - Tata McGraw-Hi1l.

8. Mastering Mutual Funds, C M Kulshreshtha - Vision Books

9. Essentials of Investments, 3e, Zvi Bodie, Alex Kane & Alan J Marcus – Irwin McGraw-Hill.

10. Investment Analysis & Portfolio Management, 8E, Reilly/Brown – Thomson.

Course Outcome: Realising that amidst the constantly changing asset management industry successful portfolio managers must change, the course will help the learners to stay current on industry best practices and better understand industry and investor needs. Portfolio management course helps expand the expertise by studying portfolio management principles and practices and helps enhance the value of investments building on the benefits of mutual funds.

OLMBA473T: FINANCIAL RESEARCH AND ECONOMETRICS

Credits 4-0-0
Total Marks:100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Examination: 30% weightage
End Semester Examination: 70% weightage

Instructions for the Paper Setters:
Note: The paper-setters shall be asked to set 8 (eight) Questions (of equal marks), two in each of the four sections (Section A to D, corresponding to the distribution in the syllabi). Further, the paper-setters shall be instructed to make sub-sections (not exceeding 4) of the questions and allocate appropriate marks to each sub-section. The candidates shall be asked to attempt five questions by selecting one question from each section and fifth question may be attempted from any section.

SECTION A

- Introduction to Econometrics: Definition, Difference between Statistics and Econometrics, Methodology of Econometrics, Meaning of Financial econometrics. Variables: Meopaning, types.
- Propositions and Hypotheses: Meaning, Types. Types of Data: Metric and non-metric data; Cross Sectional data, Time series data, Pooled data, Panel Data. Sources of Data: Primary and Secondary Sources. Examination of the data: Graphical examination of data; Missing data; Outliers; Data cleaning and transformation.
- Practical: Data entry, cleaning, and transformation in E-views.

SECTION B

- Introduction to Regression Analysis: Meaning; Types: Two variable regression analysis, Multiple regression analysis, Dummy Variable Regression Analysis.
- Two-Variable Regression Analysis: The Method of Least Squares (OLS); Assumptions; PropertiesofLeastSquareEstimators:TheGauss-MarkovTheorem.TheCoefficientof

SECTION C

- Regression Assumptions: Multi collinearity, Heteroscedasticity, Autocorrelation. Practicals: Simple Linear Regression, Multiple Regression and Dummy Regression in E Views; Detecting and Remedying Multicollinearity, Heteroscedasticity and Autocorrelation in E-views. TestingforUnitRootsinEViewsTestingforCointegrationandModelingCointegrated

SECTION D

- Introduction to Time Series Econometrics: Basic Characteristics of Time Series Data. Basic concepts Univariate Time Series Modelling and Forecasting-Stationary Process, Moving Average Processes, Auto regressive Processes, The Partial Auto correlation Function, ARMA Processes, Modelling Long-Run Relationships in Finance: Stationarity and Unit Root Testing, Granger Causality Cointegration

Suggested Readings:

1. Chris Brooks (2002). Introductory Econometrics for Finance, Cambridge University Press.
2. Walter Enders (2003). Applied Econometric Time Series, Wiley.
3. Hamilton, J. (1994), Time Series Analysis, Princeton University Press, Princeton.
4. Tsay, RueyS., (2002), Analysis of Financial Time Series, John Wiley and Sons
5. Campbell Lo and MacKinlay, (1997) The Econometrics of Financial Markets, Princeton.
6. Greene, William (2000), Econometric Analysis, Prentice Hall, 4th Edition.
7. Gujarati, Damodar N. (2007). Basic Econometrics, New Delhi: TataMcGraw-Hill.
8. Wang, P. (2003). Financial Econometrics, London: Routledge
9. Cooper, D.R. and Schindler, P.S. Business Research Methods, New Delhi: TataMcGrawHill.
10. Hair, Black, Babin, Anderson and Tatham, Multivariate Data Analysis, New Delhi: Pearson Education.

Websites

1. http://swayam.gov.in/
2. http://edx.org/ formerly http://mooc.org/
3. http://epgp.inflibnet.ac.in

OLMBA474P: RESEARCH PROJECT

Credits 0-0-12

Total Marks: 300

Course Outcome: The students would be able to demonstrate the ability to apply analytic thought to a body of knowledge, make inferences based on the analysis and interpretation of data and/or predict cause and effect relationships.