



SEMESTER – III

Core Subjects:

- **Summer Internship Program – 6 weeks (Separate Guidelines)**
- **Business Policy and Strategic Management**
- **Legal Aspect of Business**



Subject: Business Policy and Strategic Management								
Program: MBA				Subject Code:			Semester : III	
Teaching Scheme				Examination Evaluation Scheme				
Lecture	Tutorial	Practical	Credits	University Theory Examination	University Practical Examination	Continuous Internal Evaluation (CIE)- Theory	Continuous Internal Evaluation (CIE)- Practical	Total
3	0	0	3	30/60	-	20/40	-	100

Course Objectives:

- To prepare for a better understanding of the dynamics of the competitive environment and organization's strategy
- To develop an insight for business focused and qualitative policy framework formulation
- To understand the development of Corporate Strategy in the conducts of the external environment, resources and stake holders expectations. (Both the Strategy formulation and implementation)

Course Content:

UNIT-I

Introduction ;

Definition of Strategy and Business Policy; Charting Company's Direction: Vision, Mission, Objective and Strategy; School of Thoughts in Strategy Management

UNIT-II

Tools of Strategy Analysis:

Exploring External environment ;Evaluating Company's Resources, Capabilities and Competitiveness; Industry Analysis ; Competitor's Analysis; Segmentation Analysis

UNIT-III

Strategy Formulations:

Building and sustaining the competitive Advantage; Strategy at Business level ; Strategy at corporate Level; Acquisition and Restructuring strategy; Strategy in competing in the international Market; Cooperative Strategy

UNIT-IV

Strategy Implementation & Leadership



Strategy & Structure; Ethics, Corporate Governance & CSR; Strategy Entrepreneurship; Strategic Leadership

UNIT-V

Strategy Evaluation & Control:

Managing Internal Operations; Operational Control & Strategic Control; Technological Control; Corporate Culture

Course Outcome:

On successful completion of this unit, students will be able to:

- Identify and evaluate the impact of key environmental factors, including economic, social, technological and political, on the strategic management context;
- Critically review the major models used in strategic analysis;
- Justify the applicability of strategic choices based on consideration of implementation factors and conditions;
- Evaluate designated strategic management tools in order to recommend appropriate strategic responses to business problems;
- Theorise the implications of business strategy choices on functional strategies, including marketing, operations and finance management; and
- Design a strategic plan for an organisation.

Text Books:

- *Crafting and Executing Strategy: The quest for Competitive Advantage*- Thomson & Strickland, Tata McGraw – Hill
- *Business Policy and strategic Management*- Azar Kazmi, Tata McGraw – Hill
- *Strategic Management*- Hitt, Ireland & Hoskisson-Cengage Learning

Reference Books:

1. *Contemporary Strategic Management*-Robert Grant-Blackwell Publishing
2. *Exploring Corporate Strategy*, By Gerry Johnson & Kevan Scholes, (latest edition)
3. *Business Policy and strategic Management*-G.V. Satya Shekhar
4. *Strategic Management: An Integrated Approach*-Charles W. L. Hill, Gareth R. Jones

Web resources:

MOOCs:



Subject: Legal Aspect of Business								
Program: MBA				Subject Code:			Semester : III	
Teaching Scheme				Examination Evaluation Scheme				
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Course Objectives:

- The course is designed to assist the students in understanding basic laws affecting the operations of business enterprises
- To inculcate in the students an awareness of legal framework within which the business function.
- To create awareness in respect of rules and regulations affecting various managerial functions.

Course Content:

UNIT-I

- Indian Contract Act – 1872 – Introduction, Essentials of a contract, Agreement and contract, Kinds of Agreements, Kinds of contracts, Proposal, Acceptance, Capacity to contract, Free consent, Performance of contract, Discharge of contract, and Breach of contract.

UNIT-II

- Special Contracts: Law of Indemnity & guarantee, Law of Bailment & pledge, Law of Agency
- Negotiable Instruments Act – 1881 – Instruments, Parties to negotiable instrument, Discharge of parties from liabilities, Dishonour of Cheques

UNIT-III

- Sales of Goods Act – 1930 – Contract of sales conditions & warranties, Performance of Contract, Unpaid Seller, and Breach of Contract.
- Consumer Protection Act, 1986 – Introduction, Consumer & consumer disputes, Consumer protection council, and consumer disputes redressal agencies.

UNIT-IV



- Companies Act – 1956 or Other Act prevailing at that time – Company, Types of companies, Memorandum & Articles of Association, Prospectus, meetings, appointments & removal of directors, membership of company, and issue of capitals.

UNIT-V

- Intellectual Property Rights: Patent, Trademarks and Copyright
- Environment Protection Act – 1986
- Information Technology Act 2000

Course Outcome:

After completing this course the students would be:

- able to appreciate the importance of law and legal institutions in business
- able to have a basic understanding of the laws relating to contract, consumer protection, competition,
- companies and dispute resolution

Text Books:

1. K. R. Bulchandani, *Business Laws for management*, Latest Edition, Himalaya Publishing House, Bombay
2. Ravinder Kumar, *Legal Aspects of Business*, Cengage Learning, Latest Edition
3. N. D. Kapoor, *Mercantile Law* –Latest Edition Sultan Chand & Company, New Delhi

Reference Books:

1. Tejpal Seth, *Legal Aspects of Business*, Pearson Publication
2. A. Pathak, *Legal Aspects of Business*, Tata-McGraw Hill Co. Ltd
4. V. Balachandran and S. Thothadri, *Legal Aspects of Business* Tata McGraw Hill Latest edition
3. S. S. Gulsan *Mercantile Law*, Excel Books. New Delhi 2nd or Latest Edition.
4. P.K. Goel, *Business Law for Managers*, Biztantra
5. M C Kuchhal & Deepa Prakash, *Business Legislation* 3rd edition, Vikas Publication

Web resources:

MOOCs:



SEMESTER – III

Specialization Subjects:

Functional Specialization 1 to 6:

Finance

- **Managing Banks and Financial Institutions**
- **Finance Investment Analysis and Portfolio Management**
- **Behavioral Finance**
- **Strategic Financial Management**
- **Corporate Tax & Financial Planning**
- **Finance Specialization Project – I**
(Separate Guidelines)



Subject: Managing Banks and Financial Institutions								
Program: MBA				Subject Code:			Semester : III	
Teaching Scheme				Examination Evaluation Scheme				
Lecture	Tutorial	Practical	Credits	University Theory Examination	University Practical Examination	Continuous Internal Evaluation (CIE)- Theory	Continuous Internal Evaluation (CIE)- Practical	Total
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Course Objectives:

This subject aims to provide general exposure of the financial system pertaining to banking.

Course Content:

UNIT-I

Introduction to banking - history of banks - meaning of banking - functions of bank - banker customer relationship - banking systems - unit banking - branch banking - banking sectors - corporate banking - retail banking - international banking - rural banking - role of banks in primary, secondary and tertiary sector

UNIT-II

Structure of Indian banking system - Reserve bank of India - commercial banks - public sector banks - private sector banks - foreign banks - cooperative banks - state cooperative banks - district cooperative banks - primary credit societies - regional rural banks - development banks

UNIT-III

Structure of Financial System – role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms.

UNIT-IV

Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India.



UNIT-V

Mutual Funds – Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India. Debt Securitization – Concept and Application – De-mat Services-need and Operations-role of NSDL and CSDL.

Course Outcome:

- The reasons why different financial institutions have different functions in the economy
- How financial institutions assess and manage risk using some of the trading strategies and instruments available in financial markets
- How institutions and markets are regulated in domestic and international environments, and be able to evaluate proposals for regulatory reform.
- How monetary policy is implemented in an open economy, and how it impacts the macro economy.

Text Books:

- Elements of Banking and Insurance - By Jyotsna Sethi, Nishwan Bhatia
- Gupta P.K., “*Insurance and Risk Management*”, Himalya Publishing House;
- Mishra M.N., “*Principles and Practices of Insurance*”, S. Chand and Co;
- Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
- Anthony Saunders and MM Cornett, Fin Markets & Institutions, TMH, New Delhi

Reference Books:

- K. P. M., Banking Theory Law and Practice by Sundhram, Sultan Chand
- Banking and financial system - B. Santhanam, Sundharam & Varshney
- Banking and Insurance - By R.K. Sharma, Shashi K. Gupta, Jagwant Singh
- Principles of Insurance - By S.K. Jain
- Arthur C. and C. William Jr., “*Risk Management and Insurance*,” Tata Mcgraw Hill;
- Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai

Web resources:

MOOCs:



Subject: Finance Investment Analysis and Portfolio Management								
Program: MBA				Subject Code:			Semester : III	
Teaching Scheme				Examination Evaluation Scheme				
Lecture	Tutorial	Practical	Credits	University Theory Examination	University Practical Examination	Continuous Internal Evaluation (CIE)- Theory	Continuous Internal Evaluation (CIE)- Practical	Total
3	0	0	3	30/60	-	20/40	-	100

Course Objectives:

To acquaint students with notions of investments and Securities market structure as well as to lead them into discussion of modern investments and portfolio theories. Also to equip them with ability to carry out security valuations and creation & monitoring of investment portfolios.

Course Content:

UNIT-I

Overview: Investment concepts & Features, Investment Avenues, Stock Market Indices, Depository System and Listing of Securities

UNIT-II

Introduction to Futures and Options, Risk and Return
Market Regulators Multifactor Risk and Return Models.

UNIT-III

Efficient Market Hypothesis, Introduction to Technical Analysis & Fundamental Analysis

UNIT-IV

Markowitz Model
Sharpe Portfolio Optimization Model.
Portfolio Construction

UNIT-V

Portfolio Construction, Portfolio Evaluation, Portfolio Revision and Management



Course Outcome:

At the end of this course, and having completed the essential reading and questions:-

1. Students will understand the characteristics of different financial assets such as money market instruments, bonds, and stocks, and how to buy and sell these assets in financial markets.
2. Students will have the knowledge and skills to select and employ base level tools for financial analysis using time value of money, cost of capital and interest rates.
3. Students will have the knowledge and skills to analyze companies for investment purposes.
4. Students will know how to apply different valuation models to evaluate fixed income securities, stocks, and how to use different derivative securities to manage their investment risks.
5. Students will understand the benefit of diversification of holding a portfolio of assets, and the importance played by the market portfolio.

Text Books:

1. K Sasidharan, Alex K Mathews, *Security Analysis and Portfolio Management*, Tata McGraw hill, Latest Edition
2. M. Ranganathan & R. Madhumat, *Investment Analysis & Portfolio Management*, Pearson Education, Latest Edition

Reference Books:

1. Punithavathy Pandian, *Security analysis and Portfolio mgt*, Vikas, Latest Edition
2. Prasanna Chandra, *Investment Analysis & Portfolio Management*, Tata McGraw hill, Latest Edition
3. V. K. Bhalla, Sultan Chand, Latest Edition

Web resources:

MOOCs:



Subject: Behavioral Finance								
Program: MBA				Subject Code:			Semester : III	
Teaching Scheme				Examination Evaluation Scheme				
Lecture	Tutorial	Practical	Credits	University Theory Examination	University Practical Examination	Continuous Internal Evaluation (CIE)- Theory	Continuous Internal Evaluation (CIE)- Practical	Total
3	0	0	3	30/60	-	20/40	-	100

Course Objectives:

- To Develop an Understanding of finance and enable the students to evaluate the firm's decision areas related to finance.
- To help students appreciate the limitations of 'rational' models of investment decision making
- To introduce students to an alternate framework for understanding price discovery in the markets
- To help students identify persistent or systematic behavioral factors that influence investment behavior

Course Content:

UNIT-I

- Investment Decision Cycle: Judgment under Uncertainty
- Utility/ Preference Functions: Expected Utility Theory [EUT]

UNIT-II

- Decision Theory: Expected Value Concept, Expected Utility Theory, Prospect Theory

UNIT-III

- Behavioral Biases: Cognitive Biases, Emotions, Gender Diagnostics: Financial Knowledge, Emotionality, Optimal Asset Allocation

UNIT-IV

- Group Behavior: Conformism, herding, fatal attractions.
- Emotion and Neuroscience

UNIT-V



- Dynamic Asset Allocation: CRRA Investors, Behavioral Clients, Mean Reversion
Structured Wealth Management Process: Risk Ability, Risk Awareness, Risk
Tolerance, Investment Style

Course Outcome:

- Understand how cognitive biases predictably and consistently affect our decisions, and how our intuitions on how the mind works are faulty. Understand how these biases affect the decisions of finance practitioners. Understand experimental methods in cognitive sciences.
- Apply this understanding to traditional models and techniques as taught in other courses. Apply this understanding to help promote more efficient financial decisions for different categories of actors (e.g., individual investors, professional traders). Suggest new experimental designs to test new behavioral hypotheses.
- Explain new concepts to fellow students, bring new ideas and convince the audience of their relevance, produce remarkable oral presentations
- Analyze the root cause of corporate malfeasance and suggest institutional innovations to improve modern business environments
- Use knowledge learnt from this course to share with others novel insights on fundamental social questions such as: Why do some people gamble? Why do the elderly take excessive risks? Why do people save too little?

Text Books:

1. Thaler, Richard H., 1999, “The end of behavioral finance”, Financial Analysts Journal 55(6), 12- 17.

Reference Books:

1. James Van Horne & John M. Vachowicz, Jr. Fundamentals of Financial Management
Pearson Education 11th or later edition

Web resources:

MOOCs:



Subject: Strategic Financial Management								
Program: MBA				Subject Code:			Semester : III	
Teaching Scheme				Examination Evaluation Scheme				
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Course Objectives:

The modern industrial or service firm must conduct its business in a rapidly changing and highly competitive environment. Finance managers have come to understand that they can contribute to the enhancement of firm's value and reduction of risk. A successful finance manager must know how to listen to the markets and take advantage of opportunities in the financial markets. Keeping these things in mind,

- This course seeks to integrate corporate financial decisions, corporate strategy and financial markets. A premium is placed on the ability to react quickly and correctly to constantly changing market conditions.
- The objective of the course is to make student aware of the strategic decisions to be undertaken to familiarize with finance function.

Course Content:

UNIT-I

- Financial Strategy and Planning
- Project Planning and Control

UNIT-II

- Capital Budgeting Principles and Techniques
- Risk Evaluation and Capital Budgeting

UNIT-III

- Valuation of Business
- Mergers and Acquisitions

UNIT-IV



- Dividend and Retention Policies
- Designing Capital Structure

UNIT-V

- Operating, Financial and Combined Leverage
- Business Restructuring and Industrial Sickness

Course Outcome:

On completion of this unit, the learner will:

- Understand the impact that resource decisions have both internally and externally on an organisation's performance and effectiveness
- Be able to carry out investment appraisals and evaluate the applied approaches
- Be able to apply cost concepts to management decision making
- Understand the importance of risk management in strategic decision making
- Be able to apply financial management techniques to intangible resources
- Know how to interpret financial statements for strategic planning and decision-making

Text Books:

1. Ravi M. Kishore, *Strategic Financial Management*, Taxmann Publication Latest
2. Khan and Jain, *Financial Management Text, Problems and Cases* Tata McGraw Hill Latest Edition

Reference Books:

1. Brealey & Myers, *Principle of Corporate Finance*, Tata McGraw Hill Latest Edition
2. Prasanna Chandra, *Financial Management – Theory and Practice*, latest edition, Tata McGraw-Hill
3. G P Jakhotiya, *Strategic Financial Management*, Vikas Publication
4. Ashvarath Damodaran, *Corporate Finance*, Wiley Publication Latest Edition
5. J.B. Gupta, *Strategic Financial Management*, Taxmann Publication
6. I.M. Pandey, *Financial Management*, Vikas Publication

Web resources:

MOOCs:



Subject: Corporate Tax and Financial Planning								
Program: MBA				Subject Code:			Semester : III	
Teaching Scheme				Examination Evaluation Scheme				
Lecture	Tutorial	Practical	Credits	University Theory Examination	University Practical Examination	Continuous Internal Evaluation (CIE)- Theory	Continuous Internal Evaluation (CIE)- Practical	Total
3	0	0	3	30/60	-	20/40	-	100

Course Objectives:

The basic objective of this course is to provide an insight into the concept of corporate tax planning and to equip the students with a reasonable knowledge of tax planning devices leading to better grasp of the issues regarding corporate decision making.

Course Content:

UNIT-I

- Introduction: Basic Concepts of Income Tax, Definitions
- Residential status of Individual and Company
- Heads of Income
- Income under the Head “Salaries”

UNIT-II

- Income under the Head “Profit and Gains of Business or Profession”

UNIT-III

- Income under the Head “Capital Gains

UNIT-IV

- Set off or Carry Forward and Set off of Losses
- Deductions to be made in Computing Total Income
- Computation of Total Income and Tax Liability
- Tax Planning, Tax Management, Tax Avoidance, Tax Evasion

UNIT-V

- Tax Planning in respect of Employee’s Remuneration; Location and Nature of Business; Financial Management Decisions and others
- Returns of Income and Filing of return
- Advance Payment of Tax



- Deduction and Collection of Tax at Source (TDS)

- **Course Outcome:**

Students who complete this course will be:

- Able identify the difference between tax evasion and tax planning.
- By the end of the course students will able to describe how the provisions in the corporate tax laws can be used for tax planning.
- Students of the course will able to explain different types of incomes and their taxability and expenses and their deductibility.
- Students who complete this course will be able to outline the corporate tax laws.
- Students of the course will able to state the use of deductions of expenses to reduce the taxable income.

Text Books:

1. Dr. Girish Ahuja & Dr. Ravi Gupta, *Systematic Approach to Income Tax*. Allahabad, Bharat Law House. Latest Edition
2. Dr. Vinod K. Singhanian & Dr. Monica Singhanian, *Tax Planning & Business Tax Procedures*, Taxmann's Publication

Reference Books:

1. Dr. Vinod K. Singhanian & Dr. Monica Singhanian, *Student's Guide to Income Tax*, Taxmann's Publication (Latest)
2. Dr. Vinod K. Singhanian & Dr. Kapil Singhanian, *Direct Taxes: Law and Practices*. Delhi, Taxman.
3. Bhagwati Prasad, *Direct Taxes Law & Practice*, WishwaPrakashan.
4. Girish Ahuja & Ravi Gupta, *Corporate Tax Planning & Management*, Bharat Law House. Latest Edition

Web resources:

MOOCs: