

# Syllabus for

## Master of Business Administration

### (*FINANCIAL MANAGEMENT*)

### *MBA (FM)*

Semester: I - IV

Syllabus for the Batch  
Examinations: 2024-26



**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.

*MBA (Financial Management) (SEMESTER SYSTEM)*  
*(Under Credit Based Evaluation and Grading System)*  
**SYLLABUS FOR THE BATCH FROM YEAR 2024 TO YEAR 2026**

**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-425T                     | Managerial Economics                             | 30                  | 70         | 100        | 4         |
| OLMBA-426T                     | Business Environment                             | 30                  | 70         | 100        | 4         |
| OLMBA-427T                     | Quantitative Methods for Management              | 30                  | 70         | 100        | 4         |
| OLMBA-428T                     | Accounting for Management                        | 30                  | 70         | 100        | 4         |
| OLMBA 429T                     | Marketing Management                             | 30                  | 70         | 100        | 4         |
| OLMBA-430T                     | Management Practices and Organizational Behavior | 30                  | 70         | 100        | 4         |
| <b>Total Marks and Credits</b> |  | <b>180</b>          | <b>520</b> | <b>700</b> | <b>28</b> |

**SEMESTER II:**

| Paper Code                     | Subject Name                                       | Marks               |            |            | Credits   |
|--------------------------------|--|---------------------|------------|------------|-----------|
|                                |  | Internal Assessment | End term   | Total      |           |
| OLMBA-525T                     | Business Research Methodology                      | 30                  | 70         | 100        | 4         |
| OLMBA-526T                     | Financial Management                               | 30                  | 70         | 100        | 4         |
| OLMBA-527T                     | Financial Modelling with Excel                     | 30                  | 70         | 100        | 4         |
| OLMBA-528T                     | International Finance                              | 30                  | 70         | 100        | 4         |
| OLMBA-529T                     | Business Communication and Personality Development | 30                  | 70         | 100        | 4         |
| OLMBA-530S                     | Seminar-II   | -                   | 100        | 100        | 4         |
| <b>Total Marks and Credits</b> |  | <b>150</b>          | <b>450</b> | <b>600</b> | <b>24</b> |

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**SEMESTER III:**

| Paper Code                     | Subject Name                               | Marks               |            |            | Credits   |
|--------------------------------|--|---------------------|------------|------------|-----------|
|                                |  | Internal Assessment | End term   | Total      |           |
| OLMBA-625T                     | Capital Markets and Investment Management. | 30                  | 70         | 100        | 4         |
| OLMBA-626T                     | Management Control System                  | 30                  | 70         | 100        | 4         |
| OLMBA-627T                     | Management of Banking and Insurance        | 30                  | 70         | 100        | 4         |
| OLMBA-628T                     | Corporate Law and Administration           | 30                  | 70         | 100        | 4         |
| OLMBA-629T                     | Financial Markets and Financial Services   | 30                  | 70         | 100        | 4         |
| OLMBA-630S                     | Seminar-III                                | 0                   | 100        | 100        | 4         |
| OLMBA-631T                     | Data Analytics                             | 30                  | 70         | 100        | 4         |
| <b>Total Marks and Credits</b> |  | <b>180</b>          | <b>520</b> | <b>700</b> | <b>28</b> |

**SEMESTER IV:**

| Paper Code                     | Subject Name                        | Marks               |            |            | Credits   |
|--------------------------------|-------------------------------------|---------------------|------------|------------|-----------|
|                                |                                     | Internal Assessment | End term   | Total      |           |
| OLMBA-725T                     | Financial Risk Management           | 30                  | 70         | 100        | 4         |
| OLMBA-726T                     | Portfolio Management                | 30                  | 70         | 100        | 4         |
| OLMBA-727T                     | Financial Research and Econometrics | 30                  | 70         | 100        | 4         |
| OLMBA-728P                     | Research Project                    | 0                   | 300        | 300        | 12        |
| <b>Total Marks and Credits</b> |                                     | <b>90</b>           | <b>510</b> | <b>600</b> | <b>16</b> |

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**Semester I**

**OLMBA425T: 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.

| <b>Section A</b>   |
|--|
| <ul style="list-style-type: none"> <li>• Managerial Economics: Meaning, Nature, Scope and Concepts</li> <li>• Marginal Analysis: Law of Diminishing Marginal Utility, Law of Equi-marginal Utility</li> <li>• Law of Demand: Meaning, Determinants, Exceptions, Kinds of Demand, Change in Demand and Importance.</li> <li>• Elasticity of Demand: Meaning, Types and Degrees of Elasticity of Demand, Methods of Measuring Price Elasticity of Demand, Factors Determining Elasticity of Demand, Importance.</li> </ul> |
| <b>Section B</b>   |
| <ul style="list-style-type: none"> <li>• Indifference Curve Analysis: Meaning, Assumptions, Properties, Consumer Equilibrium, Importance.</li> <li>• Production Function: Meaning, Types: Short Run and Long Run Production Function, Economies and Diseconomies of Scale.</li> <li>• Theory of Costs: Types of Costs, Traditional Theory: Long Run &amp; Short Run, Modern Theory: Long Run &amp; Short Run.</li> </ul>   |
| <b>Section C</b>   |
| <ul style="list-style-type: none"> <li>• Managerial Theories: Profit maximization and Sales Maximization.</li> <li>• Market Structure: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition.</li> <li>• Oligopoly: Sweezy Model.</li> </ul>   |
| <b>Section D</b>   |
| <ul style="list-style-type: none"> <li>• National Income: Conceptual Framework, different concepts of National Income, Methods of Measuring National Income, Limitations of measuring National Income.</li> <li>• Consumption Function: Meaning, and Nature, Determinants and Measures to Raise Propensity to Consume. Keynes Psychological Law of Consumption - Meaning, Properties and Implications.</li> <li>• Inflation: Meaning, Types, Theories, Causes, Effects and Control. Phillips curve.</li> </ul>           |

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**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.

**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.

**OLMBA426T: BUSINESS ENVIRONMENT**

**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.

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**SECTION A**

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- **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.

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**SECTION B**

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- **Aspects of Economic Reforms:** Liberalisation; Privatisation/Disinvestment of Public Enterprises; Globalisation and its Implications for India.
- Meaning and Rationale of Economic Planning in India; Objectives & features of NITIAayog
- Deficit financing and its implications for Indian Economy; Analysis of current year Annual Budget.

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**SECTION C**

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- **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.

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**SECTION D**

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- **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.
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**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, Vrinda 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.

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| <p><b>Course Outcomes:</b> 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.</p> |
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**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.

**OLMBA427T: 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.

| <b>Section A</b>   |
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| <ul style="list-style-type: none"> <li>• <b>Correlation and Regression Analysis:</b> 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).</li> <li>• <b>Basic Concepts of Probability:</b> Elementary probability theory: Definitions, Concepts, Combination in Theory of Probability, Additive and Multiplicative laws of probability and their business applications.</li> <li>• Practical through SPSS/MS Excel.</li> </ul> |
| <b>Section B</b>   |
| <ul style="list-style-type: none"> <li>• <b>Probability Distributions:</b> Binomial, Poisson and Normal distributions; with their properties, applications and fitting of curve.</li> <li>• <b>Basic Concepts of Hypothesis:</b> Null and Alternative Hypotheses, Type I and Type II errors, Steps of hypothesis testing</li> </ul>  |
| <b>Section C</b>   |
| <ul style="list-style-type: none"> <li>• <b>Hypothesis testing : Parametric tests:</b> 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);</li> <li>• <b>Non-Parametric tests:</b> Chi Square test.</li> <li>• Practical through SPSS/MS Excel</li> </ul>  |
| <b>Section D</b>   |
| <ul style="list-style-type: none"> <li>• <b>Linear programming:</b> definition, characteristics, formulation of LPP; solution by graphic and Simplex method; Business Applications of LP.</li> <li>• <b>Transportation problems:</b> For initial basic feasible solution- North West Corner, Least Cost, and Vogel Approximation Method and For Optimality – Stepping Stone and Modified Distribution Method.</li> <li>• Practicals through SPSS/MS Excel</li> </ul>   |



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**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.

**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.

**OLMBA428T: ACCOUNTING 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.

**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.

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**Suggested Readings:**

1. Bhattacharya, 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.

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| <p><b>Course Outcomes:</b> 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.</p> |
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## OLMBA429T: MARKETING 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.

| <b>Section A</b>  |
|---|
| <ul style="list-style-type: none"> <li>• <b>Introduction to Marketing:</b> Scope of Marketing, Entities Marketed, Demand states, Core Marketing Concepts, company orientation towards the market place, Marketing Mix.</li> <li>• <b>Market analysis:</b> analyzing the marketing environment, components of marketing information system, marketing research: scope, importance and process.</li> <li>• <b>Analyzing Consumer Markets:</b> Consumer behavior influencers, The buying decision process, Bases of market segmentation.</li> </ul>  |
| <b>Section B</b>  |
| <ul style="list-style-type: none"> <li>• <b>Product characteristics and Product Classifications,</b> product hierarchy, systems and mixes, packaging labelling, warranties, and guarantees, Product Life Cycle marketing strategies. Brand equity, New Product Development Process.</li> </ul>  |
| <b>Section C</b>  |
| <ul style="list-style-type: none"> <li>• <b>Pricing Decisions:</b> Pricing by companies, changing pricing environment, setting the price.</li> <li>• <b>Distribution Decisions:</b> Role and importance of channels, Channel Levels, channel functions and flows, channel conflict.</li> <li>• <b>Retailing:</b> Types of retailers, Functions of Wholesalers.</li> <li>• <b>Communication Decisions:</b> Role, Marketing communication mix, communication process, communication objectives, characteristics of and factors in setting communication mix.</li> </ul>   |
| <b>Section D</b>  |
| <ul style="list-style-type: none"> <li>• <b>Managing mass communications:</b> advertising, sales promotions, events, and experiences, and public relations.</li> <li>• <b>Managing services:</b> categories of service mix, Distinctive characteristics of services.</li> <li>• <b>Managing Digital Communications:</b> online social media, mobile, word of mouth buzz.</li> <li>• <b>Managing personnel communications:</b> Direct and database marketing and personal selling. Relationship marketing.</li> <li>• <b>Ethics and socially responsible marketing:</b> Cause related marketing, social marketing, rural marketing, marketing implementation and control.</li> <li>• <b>Marketing implementation and Control.</b></li> </ul> |

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**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.

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| <p><b>Course Outcomes:</b> 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.</p> |
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**OLMBA430T: MANAGEMENT PRACTICES AND ORGANIZATIONAL BEHAVIOR**

**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**

**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.

**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.

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**Suggested Readings:**

1. Tripathi, P.C and Reddy, P.N, Principles of Management, Tata McGraw-Hill, New Delhi.
2. Harold Koontz, and Heinz Wehrich, 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: Organisational Behaviour, Vikas PUBLication.
6. Luthans Fred: Organisational Behaviour, Tata McGraw Hill.
7. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organisational Behaviour; Tata McGraw Hill.
8. Newstrom John W.: Organisational Behaviour, Tata McGraw Hill.

**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**  
**OLMBA525T: BUSINESS RESEARCH METHODOLOGY**

**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**

**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.



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**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

**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.

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**OLMBA530S: SEMINAR**

**Credits: 0-0-2**

**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.

**OLMBA526T: FINANCIAL 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.

**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.

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- **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, Hrishlka: Working Capital Management: Strategies and Techniques. Prentice Hall, New Delhi.
3. Brealey, Richard A and Seward 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. Irwin, Homewood Illinois

**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.

**OLMBA527T: FINANCIAL MODELLING USING EXCEL**

**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**

**Introduction to Excel:** Understanding the components of Excel screen, Getting started with Initial settings, Formatting numbers.

**Using basic functions in excel:** Identifying the difference between a function and formula, Getting familiar with some important functions: SUM, MAX/MIN, AVERAGE, COUNT, COUNTA, ROUND, ROUNDUP, ROUNDDOWN, IF, COUNTIF, SUMIF, VLOOKUP, HLOOKUP

**Excel tools and techniques for finance:** Referencing cells: Relative, absolute and mixed cell referencing, naming ranges, Linking in excel-internal and external links, restricting and validating data, Goal seeking.

**SECTION B**

**Excel in Quantitative Finance: Data tables:** Simple and Dynamic tables, One dimensional and two dimensional tables, Filtering the tables, Using formulas in tables,

**Charts and Graphs:** basics of excel charts, Putting title, adding dates, Different types of charts and their usage

**Using pivot tables:** Creating and formatting pivot tables, Rearranging and adding fields, transforming, calculations in pivot tables, Pivot tables for financial statements, extracting data from pivot tables

**SECTION C**

**Project Analysis and Financial Valuation:** Introduction, Estimating cost and benefit of a project, Determination of project cash flows: Initial Cash Flows, Subsequent Cash Flows and Terminal Cash Flows. Techniques for evaluating long term projects: Non-DCF and DCF. Evaluating replacement decision of an asset and projects with unequal lives.

**Project finance Modelling:** Financial Project Evaluation functions: PV, FV, NPV, IRR, Computation of debt or loan repayment using excel amortization functions i.e. PMT, IPMT, PPMT

**SECTION D**

**Stock valuation:** The efficient markets approach, discounting the free cash flows, discounting the future equity pay-outs, comparative valuation based on multiples,

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**Bond Valuation:** Computing YTM- uneven spacing of bond payments, semi-annual interest, accrued interest, continuously compounded return, Valuing callable bonds, valuing preferred stock, Real and nominal interest rates and real and nominal cash flows.

**Suggested Readings:**

1. Benninga S and Mofkadi T. “Principles of Finance with Excel”, 3e, 2018, Oxford University Press.
2. Mayes, T. R. “Financial Analysis with Microsoft Excel” 7e, Cengage Learning
3. Gupta, V. “Financial Analysis Using Excel”, 2002, VJ Books Inc Canada.
4. Fairhurst, D.S. “Financial Modeling in Excel for Dummies” 2017, John Wiley & Sons, Inc
5. Paul Pignataro “Financial Modeling and Valuation: A Practical Guide to Investment Banking and Private Equity” (Wiley Finance) Hardcover–2013
6. Barlow, J.F. “Excel Models for Business and Operations Management”, 2e, 2005, John Wiley & Sons, Inc
7. Oluwa Shmuel , “Hands-On Financial Modeling with Microsoft Excel 2019: Build practical models for forecasting, valuation, trading, and growth analysis using Excel”, Packt Publishing, 2019.

**Course Outcome:** With growing data and added expectations from financial managers, the course will help the students equip themselves with the skills of working in excel and use it for financial analysis. The complex financial decisions can just be more scientific but also quick and dynamic in the face of stiff competition when they are backed by the powers of excel. The course is intended to strengthen the financial acumen of the budding managers to take better decisions.

**OLMBA528T: INTERNATIONAL FINANCE**

**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**

International Financial Environment - The International Monetary System: the Exchange Rate System; Balance of Payments Adjustments; the trade-off between Exchange Rate Stability and Domestic Autonomy, Contemporary International Monetary Arrangements. International Monetary Fund (IMF).

International Financial Management Vs Domestic Financial Management.

Government Intervention in International Business: Economic Rationale for Government Intervention; Non-economic Rationale for Government Intervention: Tariffs; Non-Tariffs Trade Barriers; Investment Barriers; Subsidies and Other Government Support Programs.

**Section –B**

Foreign Exchange Market – Mechanism, Participants, Settlement system and Determinants. Types of deals in FOREX Market, Foreign Exchange Quotes, Spot and forward market, Concept of Cross rate and Arbitrage.

**Section -C**

Measuring and Managing Various FOREX Exposures – Translation, Transaction and Operating exposures.

Foreign Investments: Foreign Institutional Investments (FIIs); Foreign Direct Investments (FDIs): Motives; Types; Costs and Benefits; Trends and Implications.

**Section -D**

International Financial Markets– Euro currency market, International Debt market, international equity market

International Financial Instruments – ADR/GDR/IDR, Debt instruments, Euro Commercial Papers.

Concept of Crypto-currency.

**Suggested Readings:**

1. Geert Bekaert and Robert Hodrick, *International Financial Management*, Pearson Education.
2. C. Paul Hallwood and Ronald Macdonald, *International Money and Finance*, Blackwell, Oxford U.K., 1995.

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3. Sharan Vyuptakesh, *International Business – Concept, Environment and Strategy*, 2<sup>nd</sup> Edition, Pearson Education, Delhi, 2006.
4. Shailaja G, (2008), *International Finance*, University Press (India), Pvt. Ltd, Hyderabad, India.
5. Eiteman David K, Stonehill Arthur I and Micheal H. Moffett, *Multinational Business Finance*, Addison Wesley, Pearson Education Asia, Ninth Edition, 2001.
6. Shapiro Allan C (2003), *Multinational Financial Management*, 7<sup>th</sup> edition, John Wiley and Sons, Singapore.
7. Apte P.G. (2009), *International Financial Management*, 5<sup>th</sup> edition, Tata McGraw Hill, India.
8. Bhalla, V.K. (2008), *International Financial Management*, 7<sup>th</sup> edition, Anmol Publications, India.

Latest Editions of the above books may be referred.

**Course Outcomes:** In the wake of Global competition, this course intends to educate students about the intricacies of international financial management and the understanding of International market/instruments. It also aims to develop skills in students to manage specific risks like FOREX risk



**SEMESTER III**

**OLMBA625T: CAPITAL MARKETS & 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:**

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**

- **Introduction:** Evolution, Structure and Functions of Capital Market in India
- **New Issue Market:** Meaning, Functions and Mechanics of Floating New Issues-Public Issues, E-IPOs, Book Building, Private Placement, New Financial Instruments, Reforms in New Issue Market

**Section B**

- **Secondary Market:** Organisation, Management, Membership Rules of Stock Exchange, Listing of Securities; Trading on a Stock Exchange-Online Trading, Internet Trading; Recent Reforms in the Stock Exchanges
- **Clearing and Settlement:** Clearing and Settlement-Process, Account Period Settlement, Rolling Settlement,
- **Forex Markets:** Structure, Relevance, Participants.

**Section C**

- **Investment Management:** Investment – A Conceptual Framework: Investment process, objectives and risks of investment considerations in investment management
- **Security Analysis:** Concept and Types of Risk and Return, Measurement and relationship of risk and return, Valuation of Bonds, and Equity Shares, Preference Shares, and Debentures
- **Fundamental Analysis:** Economy analysis, industry analysis and company analysis, weaknesses of fundamental analysis.

**Section D**

- **Technical Analysis:** Advantages and challenges, various types of charts, support and resistance, trends, Tools of technical analysis, Difference from fundamental analysis
- **Efficient Market Hypothesis:** Concept of 'Efficient Market', various forms and its implications for investment decisions,

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- **Capital Asset Pricing Model:** CAPM, Efficient frontier with a combination of risky and risk-free assets. Characteristic line, Capital Market Line, Security market Line. Arbitrage Pricing Theory

**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. Haugen, Robert A. The Inefficient Stock Market (Prentice Hall)
4. Taggart, Robert A., Quantitative Analysis for Investment Management (Prentice Hall)
5. Richard Brealey and Steward Myers. Principles of Corporate Finance, McGraw- Hill.
6. Dimson, E. (ed.): Stock Market Anomalies (Cambridge: Cambridge University Press)
7. Khan, M Y, Financial Services, Tata McGraw Hill Publishing Company, New Delhi
8. Singh, Preeti Investment Management, Himalaya Publishing House, New Delhi
9. Avadhani, V A, Investment Management, Himalaya Publishing House, New Delhi
10. Annual Reports of RBI
11. Annual Reports of SEBI

**Journals:**

1. SEBI Bulletin
2. Capital Market
3. NSE Newsletter
4. The Stock Exchange Review (Bombay Stock Exchange)
5. SEBI and Corporate Laws (Laxmann)

**Websites:** [www.sebi.gov.in](http://www.sebi.gov.in)

[www.bseindia.com](http://www.bseindia.com)

[www.nseindia.com](http://www.nseindia.com)

[www.iseindia.com](http://www.iseindia.com)

[www.stockholding.com](http://www.stockholding.com)

[www.capitalideasonline.com](http://www.capitalideasonline.com)

[www.indiainfoline.com](http://www.indiainfoline.com)

[www.rbi.org.in](http://www.rbi.org.in)

[www.goidirectory.nic.in](http://www.goidirectory.nic.in)

[www.otcei.net](http://www.otcei.net)

[www.capitalmarket.com](http://www.capitalmarket.com)

**Course Outcome:** The course will provide a comprehensive understanding about Capital Market and finer details of making a sound investment. It is ideal for those who want to begin their careers in Capital Markets. Knowledge of the core issues of Banking and Finance, provide a thorough grounding in the full range of capital market instruments.

## OLMBA626T: 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 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**

- **Understanding Strategy:** Concept of Strategy and its Need, Corporate & Business Level Strategies
- **Management Control System:** Nature, Scope & Process of Management Control System, Pre-requisites of a Successful Management Control System, Relationship & Distinction between Strategic Planning, Operational Control and Management Control Cases; Xerox Corporation (A); NUCOR (A)
- **Behavioural Aspects Of Management Control:** Goal congruence – factors affecting goal congruence – formal and informal systems. NUCOR (B) Case

### **Section B**

- **Management Control Structure:** Types of Organization Structures & its Implications to MCS, Matching structure to strategy, Controller's organization- Functions & Role of Controller, Rendell Company case
- **Responsibility Accounting:** Meaning, Responsibility Centre-Types, Advantages and Implementation.
- **Transfer Pricing:** Objectives, Types & Methods of Transfer Pricing, Arm's Length Principle, Issues in Fixing Transfer Pricing, Managing Inter-Departmental Conflicts Related to Transfer Pricing, International Transfer Pricing. General Appliances corporation case

### **Section C**

- **Activity Based Costing:** Need Over Existing Traditional Costing Systems, Meaning & Nature of Activity Based Costing, Steps in Implementing ABC, Utility of ABC for Managerial Decision Making and Improving Cost Management & Profitability.
- **Budgeting and Budgetary control:** Preparation of Budgets, Relevance of Budgetary Control in MCS, Behavioural Aspects of budgets.
- **Performance Measurement:** Financial & Non-Financial Measures, Return on Sales, ROI, Residual Income, Economic Value Added & Market Value Added, Performance Measurement Issues in Case of MNCs.

### **Section D**

- **Balanced Score Card:** Four Perspectives, Aligning BSC to Strategy, Features of a Good BSC, Implementation of BSC and Pitfalls of BSC.
- **Management Compensation & Rewards:** Principles of Managerial Compensation, Linking Rewards to Performance, Types of Rewards & Compensation.
- **Management Control Systems in Services organizations and Multinational Corporations**

#### **Suggested Readings:**

1. Management Control Systems – P. Saravnaval, Himalaya Publications.
2. Management Control System, Robert Anthony and Govindrajan, Tata McGraw Hill Pub.
3. Management Control Systems- Using Adaptive Systems to Attain Control- Joseph A
4. Maciariello & Calvin J Kirby, second Edition, Prentice Hall of India.
5. Cost Accounting– A Management Emphasis, Charles Horngren, Srikan Datar, George
6. Foster, Pearson Publications.

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| <p><b>Course Outcome:</b> This course is designed to educate students regarding broader perspectives of strategic control having behavioral and financial implications. It will make students competent to understand, design and implement control system for organizations to execute strategies and gain competitive advantage.</p> |
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**OLMBA627T: 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**

- **Introduction 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

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**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, 4<sup>th</sup>Edition.
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.

**OLMBA628T: 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.

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| <b>Section A</b>   |
| <ul style="list-style-type: none"> <li>• <b>Companies Act and its Administration:</b> History, Extent and Application; Latest Amendments and Authorities under the Companies Act.</li> <li>• <b>Company:</b> Definition and Characteristics of a Company; Lifting of the Corporate Veil; Company vs. Partnership; Limited Liability Partnership.</li> <li>• <b>Kinds of Companies:</b> 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.</li> </ul> |
| <b>Section B</b>   |
| <ul style="list-style-type: none"> <li>• <b>Formation of a Company:</b> Promoters, Incorporation of a Company: Procedure and Documents to be Filled. Preliminary Contracts.</li> <li>• <b>Memorandum of Association:</b> Meaning, Importance, Contents, Alteration, Doctrine of Ultra-Vires.</li> <li>• <b>Article of Association:</b> Meaning, Contents, Alteration, Memorandum of Association and Article of Association, Constructive Notice of Memorandum and Article, Doctrine of Indoor Management.</li> </ul>   |
| <b>Section C</b>   |
| <ul style="list-style-type: none"> <li>• <b>Prospectus:</b> Definition, Dating and Registration of Prospectus, Kind of Prospectus: Shelf Prospectus, Deemed Prospectus, Abridge Prospectus, Red herring Prospectus, Liability for Misstatement in prospectus.</li> <li>• <b>Share Capital:</b> Kinds, Classes of Capital, Alteration of Capital, Further issue of Capital, Voting Rights.</li> <li>• <b>Share:</b> Definition, Types of Shares, Application and Allotment of Shares, Issue of Shares, Transfer and Transmission of shares.</li> </ul>  |
| <b>Section D</b>   |
| <ul style="list-style-type: none"> <li>• <b>Company Management Director:</b> Appointment and Restriction on Appointment, Removal, Qualification, Duties and Powers, Remuneration of Directors. Women Directors.</li> <li>• <b>Meeting of Shareholders:</b> Types, Rules of Meetings, Voting, Resolutions and Minutes</li> <li>• <b>Winding up of a Company:</b> Modes of Winding up, Commencement and Procedure of Winding up and Consequences of Winding up order.</li> </ul>   |

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**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.

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| <p><b>Course Outcomes:</b> 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.</p> |
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**OLMBA629T- 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 from 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,

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**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 Indian Financial Institutions, 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

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**OLMBA630S: SEMINAR**

Total Marks: 100

## OLMBA631T: 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,

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**Suggested Readings:**

1. Damodar N. Gujarati 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**  
**OLMBA725T: 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 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**

- **Risk Management:** Basic concepts, Need/purpose, process
- **Different types of risks** - operational, Liquidity, Credit risk, capital risk, exchange rate risk, Interest rate risk, reputational and compliance risk. Value at Risk measures.
- Risk management strategies. Measurement and management of credit and market risk-basic models.

**Section B**

- **Derivatives:** Meaning of Derivatives, its Products, Classification, Participants, Functions, Evolution of Derivatives, Misuse and Criticism of derivatives
- **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

**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**

- **Hedging and Speculation** with Commodity Futures, Interest Rate Futures, Currency futures, Stock Index Futures. Optimal Hedge Ratio.
- **FOREX Risk Hedging:** Measuring and Managing Transaction Exposure.

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**Suggested Readings:**

1. C Arthur Williams, Michael Smith, Peter Young, *Risk Management & Insurance*, 8e, McGraw Hill.
2. Rajiv Srivastava, *Derivatives and Risk Management*, Oxford University Press
3. Peter Christoffersen, *Elements of Financial Risk Management*, Academic press
4. Francisco Javier Población García, *Financial Risk Management - Identification, Measurement and Management*, Springer
5. Saunders, A and Cornett, M. M., *Financial Institutions management – a risk management approach*, Mc Graw Hill Education.
6. Suresh, P. and Paul, J, *Management of Banking and Financial services*, Pearson.
7. Jeff Madura, *International corporate finance*, Cengage learning
8. A V Rajwade, *Foreign Exchange, International Finance & Risk Management*, Academic of Business Studies.
9. John C Hull, *Fundamentals of Futures & Options Markets*, Pearson
10. David A Dubufsky, *Options and Futures*, McGraw-Hill.
11. Franklin R Edwards & Cindy W Ma, *Futures and Options*, McGraw-Hill.
12. Keith Redhed, *Financial Derivatives*, Prentice Hall India.

**Course Outcome:** With increasing complexity in the financial industry, it is imperative for organizations to manage various types of risks involved in the financial transactions at domestic and international level. This course intends to impart knowledge on basic models to measure and manage various types of risk and develop skills for using financial derivatives - forwards, futures, options and swaps for risk management.

**OLMBA726T: 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



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**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 Yaraswy - Vision Books.
6. Portfolio Management: Theory & Applications, 2e, James L Farrell - Irwin/McGraw-Hill.
7. Stock Exchange and Investments, V Raghunathan - Tata McGraw-Hill.
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.

**OLMBA727T: 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, Methodology of Econometrics, Meaning of Financial econometrics. Variables: Meaning, types.
- **Preliminaries:** 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 using open-source software Gretl

**SECTION B**

- **Introduction to Regression Analysis:** Meaning; Types: Two variable regression analysis, Multiple regression analysis, Dummy Variable Regression Analysis.
- **The Method of Least Squares (OLS);** Assumptions; Properties of Least Square Estimators. The Coefficient of Determination;  $R^2$  and Adjusted  $R^2$ , Hypothesis Testing using OLS.
- **Practical** using open-source software Gretl

**SECTION C**

- **Regression Assumptions:** Assumptions of regression like Multicollinearity, Heteroscedasticity, Autocorrelation, etc. Simple Linear Regression, Multiple Regression and Dummy Regression in Gretl;
- **Violation of assumptions:** Detecting and Remediating Multicollinearity, Heteroscedasticity and Autocorrelation in Gretl
- **Practical** using open-source software Gretl

**SECTION D**

- **Introduction to Time Series Econometrics:** Basic Characteristics of Time Series Data. Basic concepts of Stationarity, Moving Average Processes, Autoregressive Processes, ARMA Processes, Granger Causality.
- **Panel data-**Introduction, The fixed effects model, the random effects model, Estimation of Panel Data Models
- **Practical** using open-source software Gretl

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**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, Ruey S., (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: Tata McGraw-Hill.
8. Wang, P. (2003). *Financial Econometrics*, London: Routledge
9. Cooper, D. R. and Schindler, P.S. *Business Research Methods*, New Delhi: Tata McGraw Hill.
10. Hair, Black, Babin, Anderson and Tatham, *Multivariate Data Analysis*, New Delhi: Pearson Education.
11. Software: Gretl available at: <http://gretl.sourceforge.net/win32/>

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| <p><b>Course Outcome:</b> The course with its theoretical content and practical details of e-views software helps the students develop and sharpen the knack for financial research. With details of regression and time series modelling, the course is real asset for students interested in analytical details.</p> |
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**OLMBA727P: 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.