



Department of Management Studies, University of Kashmir
MBA (FM) Choice Based Credit System Syllabus Effective from 2024

Choice Based Credit System (CBCS)



Curriculum

for

**MBA (Financial Management)
Programme**

(Effective from session 2024)

Department of Management Studies
University of Kashmir, Srinagar, Kashmir-190006



PROGRAMME OUTCOME

MBA (Financial Management), a two year full-time post-graduate degree programme is one of the most sought after specializations in MBA. Companies across the globe are looking for skilled financial professionals, who can effectively design and manage the financial operations of the organization. In view of this need, a two year full time Master of Business Administration (MBA- Financial Management) was launched by the department. The programme seeks to develop postgraduates who can excel in the area of business and management with a special focus on financial management. The programme also intends to develop research and critical thinking skill among the budding managers. It aims at imparting professional education and training in modern approaches to financial management so as to enable the potential finance professionals to handle the finance function effectively and meet the challenges of growing organizations in the dynamic business world. Quality education, practical training in leading organizations of India, attractive environment and corporate connections are the main features of the MBA-FM programme. The major outcomes of the programme typically include a blend of technical skills, theoretical knowledge, and practical competencies tailored to prepare the postgraduates for roles in finance, investment, banking, and related fields. The curriculum has been designed in such a manner that the students understand the global financial landscape, international markets, and the impact of globalization on financial decision-making in today's interconnected world.

The achievement of programme outcomes involves a combination of educational strategies, learning experiences, and assessment methods designed to develop and assess students' knowledge, skills, and abilities. Incorporating real-world projects, internships, case studies and experiential learning opportunities allows our students to apply theoretical concepts in practical settings. Hands-on experiences deepen understanding, develop problem-solving skills, and foster critical thinking among students. Collaboration with industry professionals, guest lectures, networking events, and field trips expose students to current industry practices, challenges, and opportunities. Engaging with practitioners provides valuable insights and enhances career readiness. By fostering a supportive learning environment, the programme strives to ensure that students graduate with the knowledge, skills, and abilities needed to succeed in diverse roles within the finance industry.



Department of Management Studies, University of Kashmir

MBA (FM) Choice Based Credit System Syllabus Effective from 2024

Financial Accounting	
SEMESTER: 1st	COURSE TYPE: CORE
COURSE CODE: MBAFM 24102CR	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%

Course Description
<p>This course provides students with a comprehensive understanding of financial accounting principles and practices. It covers the preparation of accounts in accordance with Generally Accepted Accounting Principles (GAAP) and International Financial Reporting Standards (IFRS). Through theoretical concepts, practical applications, and case studies, students develop the necessary skills to communicate financial information effectively and make informed business decisions</p>

Course Objectives
<p>The broad course objectives comprise the following:</p> <ul style="list-style-type: none">• Understand the conceptual framework and principles underlying financial accounting.• Learn to record financial transactions accurately using double-entry accounting.• Prepare and analyze financial statements, including the balance sheet, income statement.• Apply accounting standards and regulations to ensure compliance and transparency in financial reporting.

Learning Outcomes
<p>Upon successful completion of the course, students should be able to:</p> <ul style="list-style-type: none">• Demonstrate a thorough understanding of fundamental accounting principles and concepts.• Record financial transactions and prepare basic financial statements in accordance with GAAP and IFRS.• Apply accounting knowledge to address real-world business challenges and make informed decisions.• Communicate financial information effectively to stakeholders with clarity and transparency.



Department of Management Studies, University of Kashmir

MBA (FM) Choice Based Credit System Syllabus Effective from 2024

BUSINESS STATISTICS	
SEMESTER: 1st	COURSE TYPE: CORE
COURSE CODE: MBAFM24103CR	CREDITS: 4
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%

Course Description
<p>This course offers a comprehensive introduction to statistical methods and techniques relevant to managerial decision-making. It emphasizes the practical application of statistical analysis in business contexts, covering a wide array of concepts and tools essential for informed decision-making. Through a blend of theoretical instruction and hands-on practice, students will develop a strong foundation in statistics and its application to various business scenarios, preparing them to analyse data effectively and make sound managerial decisions.</p>

Course Objectives
<p>The broad course objectives comprise the following:</p> <ul style="list-style-type: none">• To familiarize students with fundamental statistical concepts and techniques used in managerial decision-making.• To develop students' ability to interpret and analyze data effectively using statistical tools and methods.• To equip students with the skills necessary to make informed decisions based on statistical evidence and analysis.• To cultivate critical thinking and problem-solving skills through hands-on application of statistical methods to real-world business scenarios.

Learning Outcomes
<p>After completing the course, the student shall be able to:</p> <ul style="list-style-type: none">• Acquire a fair degree of proficiency in comprehending statistical data, processing and analysing it using descriptive statistical tools.• Gather knowledge about various probability concepts and distributions and their business applications.• Understand the relationship between two variables using concepts of correlation and regression and its use in identifying and predicting the variables.• Develop an understanding of the index numbers and their utility in daily life and stock market.



Department of Management Studies, University of Kashmir

MBA (FM) Choice Based Credit System Syllabus Effective from 2024

CORPORATE LAW	
SEMESTER: 1st	COURSE TYPE: DCE
COURSE CODE: MBAFM24106DCE	CREDITS: 03
CONT. ASSESSMENT MARKS: 15	TERM END EXAM MARKS: 60
MAX. MARKS: 75	MIN. PASS MARKS: 40%

Course Description
<p>This course provides an in-depth knowledge of legal framework surrounding the corporate world. It covers the provisions of Companies Act, formation of company, regulations governing the issuance, transfer and transmission of securities, and also focusses on the administration of companies. Moreover, the students will be exposed to the provisions of Securities and Exchange Board of India (SEBI) Act, 1992, Depositories Act, 1996 and Foreign Exchange Management Act, 1999.</p>

Course Objectives
<p>The broad objectives of this course comprise the following:</p> <ul style="list-style-type: none">• To help the students understand the different provisions of Companies Act, 2013 and the stages of formation of a company.• To provide knowledge regarding the statutory provisions with regard to issuance, transfer and transmission of securities.• To enable students understand the books of accounts, company audit and the role of auditors in a company and also, the acts relevant to corporates including the SEBI Act, 1992, Depositories Act, 1996 and FEMA, 1999.

Learning Outcomes
<p>Upon successful completion of the course, students should be able to:</p> <ul style="list-style-type: none">• Demonstrate knowledge with regard to the stage involved in the formation of a company with a thorough understanding of the Companies Act, 2013.• Demonstrate proficiency in understanding the regulations governing the securities issued by a company with an emphasis on protecting investors and maintaining fair and efficient markets.• Understand well the auditory requirements of a company and the provisions of Securities and Exchange Board of India (SEBI) Act, 1992, Depositories Act, 1996 and Foreign Exchange Management Act, 1999.



Department of Management Studies, University of Kashmir

MBA (FM) Choice Based Credit System Syllabus Effective from 2024

PERSONAL FINANCE AND WEALTH CREATION	
SEMESTER: 1st	COURSE TYPE: DCE
COURSE CODE: MBAFM24107DCE	CREDITS: 03
CONT. ASSESSMENT MARKS: 15	TERM END EXAM MARKS: 60
MAX. MARKS: 75	MIN. PASS MARKS: 40%

Course Description

This course offers a comprehensive exploration of personal finance principles and strategies for wealth creation and management. It covers essential topics such as budgeting, saving, investing, risk management, retirement planning, and estate planning. Through case studies, practical exercises, and financial simulations, students will develop the knowledge and skills necessary to make informed financial decisions, build wealth, and achieve long-term financial security.

Course Objectives

The broad course objectives of the course comprise the following:

- To provide students with a foundational understanding of personal finance principles and concepts.
- To explore strategies for effective budgeting, debt management, and cash flow optimization.
- To introduce students to various investment vehicles and strategies for wealth creation, including stocks, bonds, mutual funds, and real estate.
- To examine risk management techniques, insurance products, and strategies for protecting wealth and mitigating financial risks.

Learning Outcomes

By the end of this course, students should be able to:

- Demonstrate an understanding of fundamental personal finance principles and concepts.
- Develop and implement effective budgeting and cash management strategies to achieve financial goals.
- Evaluate different investment options and construct a diversified investment portfolio tailored to individual financial objectives and risk preferences.
- Assess insurance needs and select appropriate insurance products to manage financial risks effectively.



Department of Management Studies, University of Kashmir

MBA (FM) Choice Based Credit System Syllabus Effective from 2024

SUSTAINABLE FINANCE	
SEMESTER: 1st	COURSE TYPE: DCE
COURSE CODE: MBAFM24110DCE	CREDITS: 03
CONT. ASSESSMENT MARKS: 15	TERM END EXAM MARKS: 60
MAX. MARKS: 75	MIN. PASS MARKS: 40%

Course Description

This is an introductory course on Sustainable Finance. The course discusses the fundamental concepts to understand how sustainability issues have become relevant to the investment decisions by corporate managers, professional investors, and any participant in the market. This course aims to provide basic understanding and analytical skills in sustainable finance to students interested in a career in finance and prepare them to take other advanced finance courses. 'Introduction to Sustainable Finance', provides students with the basic knowledge they need to understand sustainable finance – its scope, its contribution to supporting action on climate change and sustainable development, the main actors and how financial institutions make decisions on sustainability-related issues. The course also allows the participants to dig deeper into topics such as sustainable finance instruments, methodologies and frameworks for integrating sustainability into financial decisions, key global sustainable finance initiatives and sustainable finance regulations.

Course Objectives

The broad course objectives of the course comprise the following:

- To introduce students to the concept of sustainable finance and its significance in addressing environmental, social, and governance issues.
- To explore the principles and frameworks of sustainable investing, including ESG integration, impact investing, and socially responsible investing (SRI).
- To analyze the role of financial institutions, asset managers, and regulators in promoting sustainable finance practices.
- To examine green financing mechanisms, such as green bonds, sustainability-linked loans, and carbon finance, and their implications for businesses and investors.

Learning Outcomes

By the end of this course, students should be able to:

- Define and explain the concept of sustainable finance and its key principles.
- Analyze the different approaches to sustainable investing and their implications for investors and companies.
- Evaluate the role of financial institutions, policymakers, and international organizations in advancing sustainable finance agendas.
- Assess the effectiveness of green financing mechanisms in mobilizing capital for sustainable projects and initiatives.



Department of Management Studies, University of Kashmir

MBA (FM) Choice Based Credit System Syllabus Effective from 2024

CORPORATE ACCOUNTING AND REPORTING	
SEMESTER: 2nd	COURSE TYPE: CORE
COURSE CODE: MBAFM24202CR	CREDITS: 04
CONT. ASSESSMENT MARKS: 20	TERM END EXAM MARKS: 80
MAX. MARKS: 100	MIN. PASS MARKS: 40%

Course Description
<p>This course delves into the intricate world of corporate accounting and reporting, focusing on the principles, standards, and regulations governing financial reporting for corporations. Students will explore topics such as financial statement preparation, analysis of financial performance, accounting for investments, revenue recognition, and the role of corporate governance in ensuring transparency and accountability.</p>

Course Objectives
<p>The broad course objectives of the course comprise the following:</p> <ul style="list-style-type: none">• To provide students with a comprehensive understanding of corporate accounting principles and practices.• To develop students' skills in preparing and analyzing financial statements for corporations.• To familiarize students with accounting standards and regulations relevant to corporate entities.• To cultivate critical thinking and analytical skills necessary for addressing complex accounting issues in corporate reporting.

Learning Outcomes
<p>By the end of this course, students will be able to:</p> <ul style="list-style-type: none">• Prepare and interpret financial statements in accordance with generally accepted accounting principles (GAAP) for corporations.• Analyze financial performance using various tools and techniques, such as ratio analysis and trend analysis.• Apply accounting standards and regulations to accurately account for investments, revenue recognition, and stockholders' equity transactions.• Evaluate the effectiveness of corporate governance mechanisms in promoting transparency and integrity in financial reporting.



Department of Management Studies, University of Kashmir

MBA (FM) Choice Based Credit System Syllabus Effective from 2024

FOREX PROCEDURES AND MANAGEMENT	
SEMESTER: 2nd	COURSE TYPE: DCE
COURSE CODE: MBAFM24209DCE	CREDITS: 03
CONT. ASSESSMENT MARKS: 15	TERM END EXAM MARKS: 60
MAX. MARKS: 75	MIN. PASS MARKS: 40%

Course Description

This course provides a comprehensive overview of foreign exchange procedures and management strategies essential for navigating the global marketplace. It focuses on understanding the intricacies of foreign exchange markets, exchange rate determination, and the management of foreign exchange risk. Through theoretical frameworks and practical applications, students will learn to analyze exchange rate movements, execute foreign exchange transactions, and implement risk management techniques to mitigate currency exposure effectively.

Course Objectives

The broad course objectives of the course comprise the following:

- To familiarize students with the structure and functioning of foreign exchange markets.
- To develop students' understanding of exchange rate mechanisms and factors influencing exchange rate movements.
- To equip students with the knowledge and skills necessary to execute foreign exchange transactions efficiently.
- To enable students to identify and assess foreign exchange risks and implement appropriate risk management strategies.

Learning Outcomes

By the end of this course, students will be able to:

- Analyze the structure and participants of foreign exchange markets.
- Evaluate the factors influencing exchange rate determination and forecast exchange rate movements.
- Execute foreign exchange transactions using various instruments and platforms.
- Identify different types of foreign exchange risks and assess their impact on business operations.



Department of Management Studies, University of Kashmir

MBA (FM) Choice Based Credit System Syllabus Effective from 2024

FINANCIAL TECHNOLOGY	
SEMESTER: 2nd	COURSE TYPE: DCE
COURSE CODE: MBAFM24210DCE	CREDITS: 03
CONT. ASSESSMENT MARKS: 15	TERM END EXAM MARKS: 60
MAX. MARKS: 75	MIN. PASS MARKS: 40%

Course Description

This course provides an in-depth exploration of the intersection between finance and technology, known as Financial Technology or FinTech. It examines how technological innovations are disrupting traditional financial services, including banking, investing, payments, and insurance. Through case studies, industry guest lectures, and hands-on projects, students will gain insights into the latest trends, challenges, and opportunities in the FinTech landscape.

Course Objectives

The broad course objectives of the course comprise the following:

- To introduce students to the fundamental concepts and principles of Financial Technology.
- To explore the various technologies driving innovation in the financial services industry, such as blockchain, artificial intelligence, and big data analytics.
- To analyze the impact of FinTech on traditional financial institutions, business models, and regulatory frameworks.
- To examine different FinTech applications across banking, investment management, insurance, and payment systems.

Learning Outcomes

By the end of this course, students should be able to:

- Define and explain key concepts and terminology related to Financial Technology.
- Identify and analyze the technologies driving innovation in the financial services sector.
- Evaluate the impact of FinTech on traditional financial institutions and business models.
- Assess the potential benefits and drawbacks of adopting FinTech solutions in various financial domains.



Department of Management Studies, University of Kashmir

MBA (FM) Choice Based Credit System Syllabus Effective from 2024

FINANCIAL ECONOMETRICS	
SEMESTER: 3rd	COURSE TYPE: DCE
COURSE CODE: MBAFM24308DCE	CREDITS: 03
CONT. ASSESSMENT MARKS: 15	TERM END EXAM MARKS: 60
MAX. MARKS: 75	MIN. PASS MARKS: 40%

Course Description

This course provides a comprehensive introduction to basic econometric concepts, techniques and its application in the area of finance. It covers estimation of simple regression analysis, time-series data analysis and panel data analysis with the aim to develop students' ability to quantify and evaluate economic and finance theories using empirical research.

Course Objectives

The broad course objectives comprise the following:

- To enable the students to learn about the econometric models and their application in finance.
- To help students in understanding the different time-series models and their usage in the area of finance.
- To acquaint students with the static panel data models and their application in finance domain.

Learning Outcomes

Upon successful completion of the course, students should be able to:

- Demonstrate knowledge with respect to simple and multiple regression models.
- Conduct time-series analysis on real data using STATA software.
- Apply appropriate panel data model to conduct empirical analysis in the area of finance.



Department of Management Studies, University of Kashmir

MBA (FM) Choice Based Credit System Syllabus Effective from 2024

PUBLIC FINANCE	
SEMESTER: 3rd	COURSE TYPE: DCE
COURSE CODE: MBAFM 24310DCE	CREDITS: 03
CONT. ASSESSMENT MARKS: 15	TERM END EXAM MARKS: 60
MAX. MARKS: 75	MIN. PASS MARKS: 40%

Course Description
<p>This course provides a comprehensive examination of the role of government in the economy, focusing on the principles and practices of public finance. Topics include taxation, public expenditure, budgeting, public debt management, fiscal policy, social insurance, and welfare economics. Emphasis is placed on understanding the economic rationale for government intervention, analyzing market failures, and evaluating the effectiveness of public policy interventions.</p>

Course Objectives
<p>The broad course objectives comprise the following:</p> <ul style="list-style-type: none">• To understand the theoretical foundations and practical applications of public finance.• To analyze the role of government in addressing market failures and promoting economic efficiency.• To examine the principles of taxation and their implications for economic equity and efficiency.• To evaluate government expenditure programs and their impact on social welfare and economic outcomes.

Learning Outcomes
<p>By the end of the course, students should be able to:</p> <ul style="list-style-type: none">• Demonstrate a thorough understanding of the theoretical foundations of public finance.• Analyze and evaluate government policies and programs in terms of their economic rationale and effectiveness.• Apply principles of taxation to analyze tax policies and their impact on economic efficiency and equity.• Evaluate government expenditure programs and their implications for social welfare and economic outcomes.



Department of Management Studies, University of Kashmir

MBA (FM) Choice Based Credit System Syllabus Effective from 2024

FINANCIAL DERIVATIVES	
SEMESTER: 4th	COURSE TYPE: DCE
COURSE CODE: MBAFM24408DCE	CREDITS: 03
CONT. ASSESSMENT MARKS: 15	TERM END EXAM MARKS: 60
MAX. MARKS: 75	MIN. PASS MARKS: 40%

Course Description
This course provides a comprehensive understanding of financial derivatives, which are essential instruments in modern financial markets for managing risk and speculation. Students will delve into the theoretical foundations, pricing models, and application of various derivative products, including options, futures, swaps, and forward contracts.

Course Objectives
The broad course objectives comprise the following: <ul style="list-style-type: none">• To enable the students to learn about the functioning of derivatives markets.• To help the students in examining the forwards and futures contracts, their features and pricing mechanisms.• To acquaint the students with the knowledge of options and swap contracts.

Learning Outcomes
Upon successful completion of the course, students should be able to: <ul style="list-style-type: none">• Demonstrate knowledge with respect to use of derivatives contracts in risk management.• Analyse the hedging strategies using futures contracts.• Demonstrate proficiency in using options for hedging against adverse price movements.



Department of Management Studies, University of Kashmir

MBA (FM) Choice Based Credit System Syllabus Effective from 2024

Management of Financial Institutions	
SEMESTER: 4th	COURSE TYPE: DCE
COURSE CODE: MBAFM 24410DCE	CREDITS: 03
CONT. ASSESSMENT MARKS: 15	TERM END EXAM MARKS: 60
MAX. MARKS: 75	MIN. PASS MARKS: 40%

Course Description
This course offers an in-depth exploration of the management principles, strategies, and challenges specific to financial institutions. It covers various aspects such as banking, insurance, investment, and regulatory frameworks. Through theoretical concepts, case studies, and practical applications, students gain insights into the complexities of managing financial institutions in today's dynamic economic environment.

Course Objectives
The broad course objectives comprise the following: <ul style="list-style-type: none">• Understand the organizational structure and functions of financial institutions.• Analyze the regulatory environment governing financial institutions.• Explore strategic management principles applicable to financial institutions.• Assess risk management practices within financial institutions.

Learning Outcomes
By the end of the course, students should be able to: <ul style="list-style-type: none">• Demonstrate a comprehensive understanding of financial institutions' organizational structure and operations.• Evaluate the impact of regulatory policies on financial institutions' operations and compliance.• Apply strategic management frameworks to analyze and address challenges faced by financial institutions.• Assess risk management techniques and their effectiveness in mitigating risks within financial institutions.



Department of Management Studies, University of Kashmir

MBA (FM) Choice Based Credit System Syllabus Effective from 2024

Management and Organizational Behavior

Course Code: MBAFM18101CR
MBA (FM) 1st Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives: - The objective of this paper is to enable the students to understand the multiplicity of interrelated factors which influence the behavior and performance of people as members of work organizations.

Unit I:

Evolution of management Thought-Classical, Behavioral and Management Science Approaches; The Hawthorne Studies; Systems and Contingency Approach for understanding organizations; Application of Management thought to the current scenario; Fundamental Concepts of Organizational Behavior; The role of OB in Management; Managerial Process, Functions; Managerial Skills and Roles in Organizations.

Unit II:

Foundations of Individual Behavior-Personality-Meaning; Development of Personality; Personality Determinants; the “Big Five” Personality Traits; Emotional Intelligence. Perception;- Nature and importance; Factors influencing perception; Managing the Perception Process.

Unit-III:

Learning- Components of learning process; Theoretical process of learning- Classical Conditioning; Operant Conditioning; Cognitive and Social Learning Theory. Attitude: Nature and dimensions; Components and functions of attitude, Formation and attitude change.

Unit-IV:

Motivation in organizations: Nature and importance; The motivational framework; The content theories of work motivation- Maslow’s Need Hierarchy Theory; The Dual Structure Theory of Motivation; Process theory of work motivation- Vroom’s Expectancy Theory; J. Stacy Adam’s Equity Theory.

Note:- The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. *Fundamentals of Management* by Griffin, Houghton Mifflin Company, Boston New York, U.S.A
2. *Essentials of Management* by Andrew J/ DuBrin THOMSON-South western *Management of Organizational Behavior* by Hersey/Balanchard/Johnson Pearson Education-New Delhi
3. *Organizational Behavior* By Stephen Robins- Pearson Education-New Delhi *Organizational Behavior* By Fred Luthans- McGraw-Hill
4. *Organizational Behavior* By Debra/ James – Thomson-South-Western



Department of Management Studies, University of Kashmir

MBA (FM) Choice Based Credit System Syllabus Effective from 2024

Managerial Economics

Course Code: MBAFM18104CR
MBA(FM) 1st Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives: - *The objective of this course is to acquaint the students with economic concepts and techniques and enable them to apply this knowledge in business decision making. Emphasis is given to changes in the nature to business firms in the context of globalization.*

Unit-I

Managerial Economics - Concept and Role in Business Analysis; Concept of Demand, Elasticity of Demand- Types and its measurement. Demand Forecasting: Managerial uses of Demand Forecasting, Utility Analysis.

Unit-II

Concepts of Production- production function, Iso-Quant and its properties. Law of Diminishing Returns, Economies of scale, Cost analysis- Classification of costs, average- marginal relationship, long-run and short-run cost functions.

Unit-III

Introduction to Macro-Economics, Market Structures- perfect competition and its features: imperfect market structure and its forms, Discriminating Monopoly and decrease of discrimination, Circular flow of national income.

Unit-IV

National Income analysis- measures, measurement and problems in measurement of NI, Inflation- causes, consequences and methods of control, Business cycle – features and phases, causes and control of business cycle.

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the time of launching of the course.

Suggested Readings:-

1. *Principles of Microeconomics/ H L Ahuja, S Chand & Sons, New Delhi*
2. *Business Economic /Adhikary Excel Books, New Delhi.*
3. *Economic Theory & Operations Analysis/ Baumol WJ Prentice Hall Inc., New Delhi.*
4. *Managerial Economics/ Choptra, TATA McGraw Hill, New Delhi.*
5. *Managerial Economics/ Keat, Paul G. And Philips K.Y. Young Prentice Hall, New Jersey.*
6. *Modern Micro Economics/ Koutsoyiannis Macmillan, New York.*



Department of Management Studies, University of Kashmir

MBA (FM) Choice Based Credit System Syllabus Effective from 2024

Accounting for Managers

Course Code: MBAFM18102CR
MBA(FM) 1st Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives: The basic objective of this course is to develop an insight into postulates, principles and techniques of accounting that help in planning, decision-making and control.

Unit-I

Financial Accounting - Concept, Importance and Scope. Generally accepted accounting principles, Preparation of Financial Statements with special reference to analysis of a Balance Sheet and Measurement of Business Income. Management Accounting – concept, need, importance and scope.

Unit-II

Financial Statement Analysis- Concept, objectives and types. Ratio analysis- study of liquidity, solvency and profitability ratios. Funds Flow Analysis – uses and preparation of funds flow statement. Cash Flow Analysis – uses and preparation of cash flow statement.

Unit- III

Cost Accounting - Records and Processes, Preparation of cost sheet. Marginal costing and absorption costing. Marginal costing equation, Managerial application of marginal costing. Break even analysis – Computation of break even point, margin of safety. Profit graphs. Responsibility Accounting – Concept and Objectives, Responsibility Centres.

Unit-IV

Standard costing – organization and establishing a standard costing system. Variance Analysis- Classification of variances, Material cost, Labour cost, Overhead cost and sales variances. Causes and Disposition of variances. Inflation Accounting – concept, impact of inflation on corporate financial statements. Techniques of inflation accounting – Replacement cost and Current purchasing power. Human Resource Accounting – Concept and Approaches.

Note:- This paper shall have 70% numerical and 30% theoretical questions.

Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. *Batacharya S.K. & Dearden J. Accounting for Management- Text and Cases. Vikas New Delhi*
2. *Heitger LE and Matulich Serge Financial Accounting. McGraw Hill, New York.*
3. *Horngren C T, Sundem G L and Stratton W. Introduction to Management Accounting. Prentice Hall of India New Delhi.*
4. *Khan M Y & Jain P K. Management Accounting. Tata McGraw-Hill, New Delhi.*
5. *Sahaf M A Management Accounting – Principles & Practice, New Delhi, Vikas Publishing House*



Department of Management Studies, University of Kashmir

MBA (FM) Choice Based Credit System Syllabus Effective from 2024

Human Resources Management

Course Code: MBAFM18201CR
MBA (FM) 2nd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives: The basic objective of this course is to help the students to acquire and develop decision making skills in relation to managing people in organizations and to create an understanding of the various policies and practices of human resource management.

Unit -I

Human Resource Management. - Nature, Philosophy, significance and core values of HRM, Evolution of HRM; Challenges facing HRM and impact of technology on HRM practices. Role of HR managers. The qualities of good HR managers and determining personal effectiveness & sense of efficacy. Who am I exercise.

Unit-II

Human Resource Planning-Concept and process. Job Analysis, methods and purpose of job analysis- job description, job specification and job evaluation. Recruitment Search-process, sources and methods of recruitment. Selection Process. Placement, induction, internal mobility and separations.

Unit-III

Performance Appraisal System (PAS)-Concept, objectives and uses of PAS. PAS Methods and sources. Appraisal errors. Discipline and grievance handling Mechanism. Industrial relations, Causes for good and poor industrial relations.

Unit-IV

Manpower Training and Development – Concept, objectives and significance. Determination of training needs. Methods for operatives training and management development programmes. Stages of Training programmes. Evaluation of effectiveness of training programmes.

Note:- The case studies/ presentations will be announced by the course instructor during the semester.

Suggested Readings:

1. E. Schuster *Human Resource Management ,Concept ,Cases And Readings ,PHI*
2. GargDessler , *Human Resource Management, Pearson Education ,13th Edition*
3. UdaiPareek ,*Training Instruments In Hrd And Od ,Tata Mac Graw Hill 2nd Edition*
4. M.S. Saiyadian , *Human Resource Management, Tata Mac Graw Hill 3rd Edition*
5. Shell/Bohlander , *Human Resource Management, Cengage Learning*



Department of Management Studies, University of Kashmir

MBA (FM) Choice Based Credit System Syllabus Effective from 2024

Marketing Management

Course Code: MBAFM18202CR

MBA (FM) 2nd Semester

Credits: 4

Cont. Assessment: 20

Term End Exam: 80

Min. Pass Marks: 40%

Course Objectives: The purpose of this course is to develop understanding of underlying concepts, strategies and issues involved in the marketing of products and services.

Unit-I

Nature, Significance and scope of Marketing; Company Orientations towards the market place; Marketing concepts, Trends and Tasks; Strategic Marketing planning; Scanning the Marketing Environment; Marketing Research; Creating customer value, Satisfaction, and loyalty.

Unit-II

Consumer Behaviour; Factors influencing consumer Behaviour and Buying decision process; Segmenting consumer and business Markets; Market Targeting; Building Strong Brands-Dealing with competition, Creating Brand Equity; Crafting Branding positions; Product Management; Product life cycle, New product and Decisions; Product packaging and labelling.

Unit-III

Pricing objectives and approaches; Factors affecting pricing decisions; Pricing Strategies; Price Changes;. Marketing channels and value Networks; Role of Marketing channels; Channel design and channel Management Decisions; Factors affecting distributors decisions; Channel conflict and its Management. Growth in Retailing Industry and Strategic decisions in Retail business.

Unit-IV

Marketing communications, Developing effective communications, Advertising, Sales promotion, public Relations; Personal Selling and Direct Marketing; Internal Marketing; Socially Responsible Marketing.

Note:-Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Gary Armstrong and Philip Kotler, "Marketing: An Introduction" Prentice Hall;
2. Philip Kotler, and Keller, "Marketing Management" Prentice Hall;
3. Ramaswamy, V.S. and Namakumari, S, "Marketing Management, Planning, Control" Macmillian, New Delhi;
4. Stanton, William,J.Fundamentals of Marketing, New York, McGraw Hill ;
5. Rajan Saxena, "Marketing Management" McGraw Hill Companies.



Department of Management Studies, University of Kashmir

MBA (FM) Choice Based Credit System Syllabus Effective from 2024

Managerial Finance

Course Code: MBAFM18203CR
MBA (FM) 2nd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives: To acquaint students to the fundamental concepts of managerial finance and policy with view to apply rich body of financial theory in corporate decision making and in creating value for shareholders.

Unit – I

Introduction to Finance: concept, principles that form the basics in financial management, scope, goal of the firm; Time value of money- future value and present value computation, comparing P.V. with F.V; Cost of Capital- concept, significance, determining cost of specific sources of capital, the weighted average cost of capital.

Unit: II

Capital Investment Decisions: concept and types of capital expenditures, capital budgeting process, Estimation of Cash Flows for investment analysis, Capital budgeting decision criteria:-pay-back period and post pay-back method, present value and net present value method, internal rate of return:

Unit: III

Capitalization and Capital Structure -Meaning, theories of capitalization, over and under capitalization; concept of capital structure, factors affecting capital structure, relevance of capital structure –net income approach and traditional approach , Irrelevance of capital structure-net operating income approach and MM hypothesis, EBIT EPS analysis, Indifference point computation; Leverage: Financial, Operating Leverage and total leverage, Analysis and impact of leverage.

Unit – IV

Dividend Decision: Purpose of dividend decision, objectives of dividend policy, different dividend policies, forms of dividends, Dividend relevance theories: Walters Model, Gordon's Model; Dividend relevance theories- M.M.Hypothesis; Valuation: Corporate dividend behavior and value of firm, Valuation of shares and bonds.

Note:-This paper shall have 60% numerical and 40% theoretical questions.

Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Reading:

1. James, Van Horne, "Financial management policy", Pearson Education, New Delhi
2. Arnold G. "Corporate Finance", Pearson Education, New Delhi.
3. Keown A.J. "Financial Management" Prentice Hall Of India
4. Pandey I.M., "Financial Management" Vikas Publishing House Pvt. Ltd.
5. Khan and Jain, "Financial M



Department of Management Studies, University of Kashmir

MBA (FM) Choice Based Credit System Syllabus Effective from 2024

Productions and Operations Management

Course Code: MBAFM18204CR
MBA (FM) 2nd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives: The course is designed to acquaint the students with decision making in Planning, scheduling and control of Production and Operations function, productivity improvement in operations through layout engineering and quality management etc.; effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.

Unit-I

Production and Operations Management- an overview; Nature and scope of Production/ Operations Management; Historical perspective of Operations Management; Operations as a System:- Continuous and Intermittent production system, flow, batch and job type of production; Operations strategy and elements of operations strategy; Facility location: Factors affecting plant location, Brown and Gibson Model of plant location

Unit-II

Manufacturing systems and layouts: Product, Process and cellular layouts, layout planning and Analysis; Production Process Planning and Design: factors affecting process design; Concept of Line Balancing; Production Planning and Control – An overview; types of Production Planning and Control; Aggregate planning:- Concept, strategies and costs

Unit-III

Master Production Scheduling (MPS): objectives and procedure for developing master production schedule; Materials Management: An overview; Basic concepts of Material Handling; Material Planning and Inventory Control; Inventory Control: Costs and objectives; Inventory control techniques; ABC Analysis: Just in Time (JIT); Materials Requirement Planning (MRP); Economic Order Quantity Model (E.O.Q with deterministic Demand) and practical problems on EOQ.

Unit-IV

Quality Management and Quality Assurance: Statistical process control–Control Charts for Attributes and Variables; Acceptance sampling: - Concept and significance; Six Sigma: concept & significance; Total Quality Management (TQM) ; ISO-9000- Concept and Significance; Value Engineering:- Basic Concepts; Maintenance Management – Preventive and Breakdown Maintenance; Purchase Management and Purchasing Procedure;

Note:-The list of cases and specific references will be announced by the concerned faculty in the class at the time of launching of the course.

Suggested Readings:

1. Adam, E.E. & Ebert, R.J. *Production and Operations Management*. 6th ed., New Delhi, Prentice Hall of India
2. Amrine Harold T. etc. *Manufacturing Organizations and Management*. Englewood Cliffs, New Jersey, Prentice Hall Inc.
3. Buffa, E.S. *Modern Production Management*, New York, John Wiley
4. Chary, S.N. *Production and Operations Management*, New Delhi, Tata McGraw Hill
5. Dobler, Donald W and Lee, Lamar. *Purchasing and Materials Management*. New York, McGraw Hill



Department of Management Studies, University of Kashmir

MBA (FM) Choice Based Credit System Syllabus Effective from 2024

Research Methodology

Course Code: MBAFM18206DCE
MBA (FM) 2nd Semester
Credits: 3

Cont. Assessment: 15
Term End Exam: 60
Min. Pass Marks: 40%

Course Objectives: The objective of the course is to make the students familiar with some basics research techniques.

Unit-I:

Research Methodology - Epistemology Nature and Scope, Scientific Research, Building Blocks, Concepts, Construct, Parsimony, variables, attributes, validity concept, theory building in research, Research Process, Marketing research, value and cost of information – Bayesian Decision Theory, Ethical issues in Marketing Research.

Unit-II:

Research Design – types – Exploratory, Descriptive and Casual, Experimental Design-Concept and types, Experimentation –Validity Measurement and Scaling – Comparative and Non-Comparative Thurston's V-Scale Model, OS good's Semitic differential scale, Likert scale, Q-sort scale.

Unit III:

Data Source- Primary, Secondary Questionnaire – Concept, design and types , Sampling Techniques- probability and non-probability, sample size, Sampling Errors. Hypothesis Formulation & Testing - Parametric tests- one sample and two sample tests for means and properties of large samples Z –Test, T-Tests, ANOVA one way and two way. Chi- Square test for independence of attributes and goodness of fit. Kolmogrov – Smirnow test and goodness of fit, Correlation and regression Analysis concept and application-Application of SPSS package.

Note:-Case studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. *Withian G.Zikmund Business Research Methods, CENGAGE Learning.*
2. *Mark Saunders, Philp Lewis and Adrian Thorn Hill- Research Methods For Business students, Pearson Education.*
3. *N. Malhotra Marketing Research.*
4. *Pal Green-Marketing Research, Mac- Graw Hill.*
5. *Levin Robin Statistics for Management Practices Hall India.*



Department of Management Studies, University of Kashmir

MBA (FM) Choice Based Credit System Syllabus Effective from 2024

Indian Financial System

Course Code: MBAFM18303CR
MBA (FM) 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives: - This Course aims at making students conversant with the latest conceptual understanding about various aspects of a financial system with particular reference to Indian Financial System and to grasp mechanics of various financial instruments, financial services and institutions.

Unit - I

Financial Systems: Significance, Functions and structure of financial system, Indian financial system, Financial Dualism. Financial instruments: Debentures, Shares, ADRs, GDRs and ECBs. Derivative trading – Futures & options contracts

Unit - II

Money Market: Meaning and Functions, Constituents of Money Market: Call Money Market, Treasury Bill Market, Certificate of Deposit Market, Commercial Bills Market and Commercial Paper Market. Method of Auction of Treasury bills, RBI's Negotiated Dealing System, CCIL and its role as inter-bank market maker, FIMMDA and its role in money market.

Unit – III

Capital Market : Concept; Structure and Functions of Capital Market; Primary Market its role & Functions, Methods of selling securities in Primary Market, SEBI Guidelines for different types of issues, procedures for Pricing of new issues, Appointment & role of Merchant Bankers, Underwriters, Lead Managers, Brokers, Bankers & Registrars. Allotment of shares, Secondary Market – Role & Organisation of stock exchanges. Types of stock exchanges. Listing & De-listing of securities. Screen based Trading System and Settlement.

Unit – IV

Financial Institutions: Commercial Banks: Functions and management. Reserve Bank of India – Role & Functions. Development Financial Institutions: Types, Role, functions, Non-Banking Financial Companies (NBFCs): Concept, Types, Role and functions, RRBs: Role & Functions.

Note: - Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Pathak, Bharti V. *The Indian Financial System, 2nd Edition*; Pearson Education, India
2. Khan, M. Y. *Indian Financial System*; Tata McGraw Hill New Delhi
3. Bhole, L. M. *Indian Financial System*; Tata McGraw Hill New Delhi
4. Bhole, L. M. *Financial Institutions & Markets Structure, Growth & Innovations*; Tata McGraw Hill New Delhi
5. Varshney, P.N. *Indian Financial System*; Sultan Chand & Sons, New Delhi



Department of Management Studies, University of Kashmir

MBA (FM) Choice Based Credit System Syllabus Effective from 2024

Strategic Management

Course Code: MBAFM18301CR

Cont. Assessment: 20

Term End Exam: 80

MBA (FM) 3rd Semester

Credits: 4

Min. Pass Marks: 40%

Course Objectives: The objectives of this course are to integrate the skills and knowledge students have acquired in functional areas and develop in students a holistic perspective of the enterprise and critical business skills needed to plan and manage strategic activities effectively.

Unit: I

Nature, scope, and relevance of strategic management; strategy vs operation decisions, Strategic decision-making process. Building organisation's vision, mission,; Porras's BHAG framework-core purpose and core value, Prahalad's concept of Strategic intent. Hamel's framework of Core-competence.

Unit: II

Environmental Appraisal—Concept of environment, components of environment (Economic, legal, social, political and technological). Environmental scanning techniques SWOT(strengths, weaknesses, opportunities & threats). Industry level analysis: Porter's five forces model(modified). Methods and techniques used for organizational appraisal: Porter's Value chain analysis

Unit: III

Role of resources and capabilities in strategy formulation. Appraising resources and capabilities in strategy formulation. Corporate level strategies: Stability, Expansion, Retrenchment and Combination strategies. Corporate level analysis (BCG, GE Nine-cell).

Business level strategies—Porter's framework of competitive strategies; Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies.

Unit: IV

Strategic control and operational Control; Organization Structure and Strategy as implementation- Control tool; Strategic Leadership: Development & Implementation, Corporate Culture: Execution and Control.

Note:-Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Michael E. Porter, "What Is Strategy?" *Harvard Business Review* 74, no. 6 (November– December 1996), pp. 65–67.
2. Cynthia A. Montgomery, "Putting Leadership Back into Strategy," *Harvard Business Review* 86, no. 1 (January 2008).
3. James C. Collins and Jerry I. Porras, "Building Your Company's Vision," *Harvard Business Review* 74, no. 5 (September–October 1996), pp. 65–77;
4. Jim Collins and Jerry Porras, *Built to Last: Successful Habits of Visionary Companies* (New York: HarperCollins, 1994);



Department of Management Studies, University of Kashmir

MBA (FM) Choice Based Credit System Syllabus Effective from 2024

Macro-Economic Policy and Analysis

Course Code:
MBAFM18305DCE
MBA (FM) 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass
Marks:40%

Course Objectives: -The objective of the paper is to enhance the level of knowledge of the students so as to enable them in the application of tools and techniques of macroeconomic Theory & Policy in business decision making.

Unit – I

Concepts of Macroeconomics. Monetary Standards - Gold and Paper Standards. Value of Money- Measurement and its Standards, Index Numbers - Classification, Construction and difficulties in construction and its Significance.

Unit – II

Monetary Policy- Tools of monetary policy, Targets and effectiveness, Monetary Policy Transmission Mechanism, Fiscal Policy- Instruments and application. Role of Fiscal policy in stabilization- Automatic Stabilizers, Integration of fiscal and monetary policy.

Unit – III

Demand for Money- Constituents and determinants. Supply of Money: Concept, Constituents and determinants. Velocity of Money- Determinants and factors influencing Velocity, Theories of Velocity of Money. Money multiplier, Quantity theory of Money- Fisher's approach and Cambridge Cash balance approach.

Unit – IV

Saving Function- Meaning and determinants. The Paradox of Thrift. Consumption Function- Meaning, technical attributes, determinants, significance. Measures to raise propensity to consume. Investment Function- Concept of capital and investment. Classification and determinants. Investment multiplier. MEI and MEC. Measures to stimulate investment.

Note:-Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. R. R. Paul: *Monetary Economics*, Himaliya Publishing House,
2. D. M. Mithani: *Money, Banking, International Trade and Public Finance*, Himaliya Publishing House.
3. Gibson Williams: *Macro-Economic Theory and Policy*, Tata McGraw Hills.
4. Raj Kumar: *Managerial Economics*, UDH Publishers and Distributors Limited.
5. M. L. Jhingan and J. K. Stephenson, *Vrinda Publications (Pvt) Ltd.*



Department of Management Studies, University of Kashmir

MBA (FM) Choice Based Credit System Syllabus Effective from 2024

Working Capital Management

Course Code: MBAFM18306DCE
MBA (FM) 3rd Semester
Credits: 3

Cont. Assessment: 15
Term End Exam: 60
Min. Pass Marks: 40%

Course Objectives: The objective of the course is to acquaint students with the importance of the working capital and the techniques used for effective working capital management.

Unit I

Working Capital – Concepts. Components of Working Capital. Objectives of Working Capital. Determinants of Working Capital. Estimating Working Capital needs. Operating Environment of Working Capital. Approaches to Working Capital Investment – Walters approach and Trade off approach. Financing of Working Capital.

Unit II

Management of cash and marketable securities – Objectives and Decisions. Motives for holding cash. Managing cash flows – problems and issues. Cash forecasting – preparation of cash budget. Investment in marketable securities. Optimization models for short term investments - Baumol model, Miller-Orr model and Stone model.

Unit III

Management of Inventory. Components of inventory. Objectives of inventory control. Costs in inventory system. Techniques of inventory management – determination of order point, Analysis of quality discounts and safety level. Selective inventory control techniques – ABC analysis, VED analysis, FSN analysis. Emerging trends in inventory management.

Note:-

This paper shall have 50% numerical and 50% theoretical questions.

Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. *Bhalla, V.K. Working Capital Management: text and cases, , Delhi, Anmol Publications*
2. *Hampton J.J. and C.L.Wagner Working capital management, John wiley and sons*
3. *Rao K V. Management of Working Capital. New Delhi, Deep & Deep.*
4. *Scherr F C. Modern Working Capital Management, Prentice hall*
5. *Smith, Keith V and Gallinger G. W.. Readings on Short-term Financial Management, West Pub. Co*



Department of Management Studies, University of Kashmir

MBA (FM) Choice Based Credit System Syllabus Effective from 2024

Security Analysis & Portfolio Management

Course Code: MBAFM18302CR

Cont. Assessment: 20

MBA (FM) 3rdSemester

Term End Exam: 80

Credits: 4

Min. Pass Marks: 40 %

Course Objectives: -This course aims at to acquaint the students with the working of security market and principles of security analysis and also to develop the skill required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions in the light of standard finance theory vis-à-vis to behavioral finance theory.

Unit – I

Introduction: Properties of financial assets, Meaning and Concept of investment, characteristics and objectives of investments, role of security market in economy, various securities and their characteristics, mechanics of security trading: Security Market Indices- computation through market value method, price weighted method and equal weighted method, sensitive index of equity prices; Various types of security markets and their functions.

Unit – II

Efficient Capital Markets Theory-Need for efficient capital markets, efficient market hypothesis – weak form, semi strong and strong form; capital asset pricing model; stock market volatility; Risk and Return- historical and expected rates of return, mean and measurement of risk of expected and historical return, common measures of risk and return; Market Efficiency and Behavioral Finance- explanation of biases and Fusion Investing Theory; review of the efficient market paradigm and analyses of the behavioral challenge staged against it.

Unit – III

Fundamental Security Analysis: Economic analysis – purpose, sources of information and techniques; Industry Analysis – objectives, sources of information, and techniques; Company Analysis- objectives, company analysis through financial ratio analysis.

Unit: IV

Portfolio Theory and Management-concept, objectives, principles, portfolio return, portfolio risk, covariance, correlation and variance, determination of portfolio beta and alpha, optimum portfolio, two asset portfolio, Markowitz portfolio theory, finding the efficient frontier and investors' utility, Sharpe's Index Model of Optimization.

Note: This paper shall have 50% numerical & 50% theoretical questions.

Case Studies and other assignments will be given by the concerned faculty in the class.

Suggested Readings:

1. Amling, "Fundamentals of Investment Analysis", Prentice Hall, International Edition.
2. Farozzi, Franch J: Investment Management, Prentice Hall, International Edition.
3. Gupta, L. C : Stock Exchange Trading in India : Society for Capital Market Research and Development, Delhi
4. Sharpe, William F, Gordon J Alexander and J. V Bailly: "Investments", Prentice Hall of India, New Delhi.



Department of Management Studies, University of Kashmir

MBA (FM) Choice Based Credit System Syllabus Effective from 2024

Management Control System

Course Code: MBAFM18308DCE
MBA (FM) 3rd Semester
Credits: 3

Cont. Assessment: 15
Term End Exam: 60
Min. Pass Marks: 40%

Course Objectives: - The objective of this paper is to enable the students to have a good knowledge of various techniques for planning and controlling the activities of an organisation; to learn how these techniques are actually applied in real life business situations so far as managerial planning and control is concerned.

Unit – I

Nature of Management Control Systems: Basic concepts; boundaries of management control systems: Strategic planning, management control and operational control. Strategies: Corporate level and business unit strategies. Goal congruence: Factors of goal congruence. Formal management control system: design, implementation and administration. Informal management controls.

Unit – II

Management Control Structure: Decentralized organization and responsibility accounting. Responsibility centres: Concept and characteristic. Types of responsibility centres: Expense centres, revenue centres, administrative and support centres, R&D centres and marketing centres. Profit centres: General considerations, role and performance measurement. Transfer pricing; different methods. Investment centres: Performance measure of investment centres.

Unit – III

Management Control Process: Strategic planning, programming and budgeting. Controlling through Operating Budgets: Budget Formulation and Settlement Process. Incremental, Performance and Zero Base Budgeting. Performance Monitoring and Review. Behavioral Implications of Budgeting. Interactive controls.

Note:- The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. *Anthony Robert N Govindrajana Vijay, Management Control Systems; Tata McGraw-Hill publishing House*
2. *Anthony Robert N, Young David W., Management Control in Non-Profit Organisations; McGraw-Hill higher Education, New York*
3. *Merchant K C, Modern Management Control Systems, Printice Hall*
4. *Hersy, P and Blanchard, H B Management of Organization Behavior: Utilizing Human Resources. New Delhi, Prentice Hal of India.*
5. *Maciariello, J A and Kirby C J. Management Control System. Englewood Cliffs, New Jersy, Prentice Hall Inc.*



Department of Management Studies, University of Kashmir

MBA (FM) Choice Based Credit System Syllabus Effective from 2024

Corporate Tax Planning & Management

Course Code: MBAFM18309DCE

Cont. Assessment: 15

MBAFM 3rd Semester

Term End Exam: 60

Credits: 3

Min. Pass Marks: 40%

Course Objectives: -This course aims at making students conversant with the concept of corporate tax planning and management, as also their implications for corporate financial decision making.

Unit-I

Assessment of Companies: Meaning and kinds of companies under Income Tax Act, Determination of Residential Status of Companies, Computation of taxable income (Income from business and other sources only) and tax liability of companies. *Advance Tax Payment for Companies:* Pay as you earn scheme, Computation of advance tax and interest payable on shortfall of advance tax.

Unit-II

Corporate Tax Planning : Concept & Scope; Tax planning differentiated from tax evasion and tax avoidance; Tax shifting and its types; Areas of tax planning; Significance, methods and problems of tax planning. *Minimum Alternate Tax (MAT):* Scheme of MAT in brief; Concept of Zero Tax Company; Computation of book profits U/S 115JB; Computation of tax liability under MAT provisions.

Unit-III

Tax Planning with regard to Specific Management Decision: Lease or buy; ii) Retain or replace; iii) New capital investment (with practical problems). *Tax Planning & Financial Management Decisions:* Tax planning and tax implications in developing capital structure; Tax considerations in dividend policy (with practical problems).

Note: This paper shall have 60% numerical and 40% theoretical questions.

Case Studies and other assignments will be given by the concerned faculty in the class

Suggested Readings:

1. Lal, B.B and Vashist, N., "Income Tax and Central Sales Tax-Law and Practice" Pearson Education, New Delhi
2. Income Tax Act, BARE Act, Taxman Publications, New Delhi.
3. Singhanian, V. K. "Direct Tax Planning & Management", Taxman Publications, New Delhi.
4. Srinivas, E. A. "Corporate Tax Planning", Tata McGraw Hill Publishing Co. Ltd. New Delhi.
5. Wealth Tax Act, BARE Act, Taxman Publications, New Delhi.



Department of Management Studies, University of Kashmir

MBA (FM) Choice Based Credit System Syllabus Effective from 2024

Project Appraisal , Finance and Management

Course Code: MBAFM18401CR
MBA (FM) 4th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives: To familiarize students with basic aspects of corporate accounting and reporting. The basic purpose of this course is to understand the framework for evaluating capital expenditure proposals, their planning and management in the review of the project undertaken.

Unit I

Capital Investment - Importance and Difficulties; Project classification and dimensions. Stages of Project Feasibility Analysis – Identification, Pre-selection, Analysis, Evaluation and Decision. Generation and Screening of Project Idea; Corporate Appraisal; Profit Potential of Industries – Porter Model.

Unit II

Market Demand and Situational Analysis; Forecast future market demand. Market Risk. Technical Analysis – Preliminary information requirements, Steps of the technical analysis. Social Cost Benefit Analysis. Environmental Appraisal of Projects. Network Techniques for Project Management; Project Review and Administrative Aspects.

Unit III

Financial Appraisal of Projects. Project costing and financing. Estimating Total Project Cost. Working Capital Requirements. Financing the projects - long term and short term. Financial Projections- Profitability Estimates, Cash flow Estimates, Projected Balance sheets.

Unit IV

Analyzing Financial Projections- Techniques – Ratio Analysis, Break Even analysis, Average rate of return, Payback period, Net present value and Internal rate of return. Risk Analysis for Projects. Sensitivity analysis. Project Implementation. Time and cost overruns.

Note:- Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. *Bhalla, V.K. Financial Management and Policy. New Delhi, Anmol.*
2. *Chandra Prasanna. Project; Planning, Analysis, Financing, Implementation and Control, New Delhi, Tata McGraw Hill.*
3. *Chitale V P. Project Viability in Inflationary Conditions – A Study of Capital Cost and Project Viability, New Delhi, Vikas Publishing House.*
4. *Patel B M. Project Management – Strategic Financial Planning, Evaluation and Control. New Delhi, Vikas Publishing House.*
5. *Rao P C K. Project Management and Control. New Delhi, Sultan Chand & Sons.*



Department of Management Studies, University of Kashmir

MBA (FM) Choice Based Credit System Syllabus Effective from 2024

Corporate Valuation and Restructuring

Course Code: MBAFM18402CR

Cont. Assessment: 20

MBA (FM) 4th Semester

Term End Exam: 80

Credits: 4

Min. Pass Marks: 40%

Course Objectives: - The main objective of this course is to develop an understanding of the significance of various Financial Management decision areas like, capital structure decision, dividend policy, and mergers & acquisitions in the maximization of shareowners wealth and application of analytical techniques to evaluate these decisions based on the philosophy of creating superior value.

Unit – I

Corporate Valuation Concept of Corporate Valuation: Methods of measuring corporate value: Adjusted book value approach, stock & debt approach, direct comparison approach, discounted cash flows approach.

Unit – II

Value Based Management Marrakon approach, AI-Car approach, McKinsey approach, economic value added approach, BCG approach

Unit – III

Mergers and Acquisitions Types of combinations, reasons for mergers. Costs & benefits of mergers. Valuing the target company. Exchange ratio & form of compensation. Regulations for takeovers & mergers. Defensive strategies, signs of takeovers. Leveraged buyouts.

Unit – IV

Corporate Re-structuring & Divestiture Reasons for corporate restructuring; dynamics of restructuring; financial restructuring, organizational restructuring, divestitures and joint ventures.

Note:- Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. James, Van Horne, "Financial management policy", Pearson Education, New Delhi
2. Arnold G. "Corporate Finance", Pearson Education, New Delhi.
3. Keown A.J. "Financial Management" Prentice Hall Of India
4. Pandey I.M., "Financial Management" Vikas Publishing House Pvt. Ltd.
5. Khan and Jain, "Financial Management" Tata Mcgraw Hill.



Department of Management Studies, University of Kashmir

MBA (FM) Choice Based Credit System Syllabus Effective from 2024

Financial Risk Management

Course Code: MBAFM18405DCE
MBA (FM) 4th Semester
Credits: 3

Cont. Assessment: 15
Term End Exam: 60
Min. Pass Marks: 40%

Course Objectives: - This Course aims at making students conversant with the latest concepts of financial risk management and also introduces them to the practical application of various tools and techniques of financial risk management techniques.

Unit-I:

Risk Management:-Concept and objectives; Types of financial risks- credit risk, market risk, default risk, foreign exchange risk, purchasing power risk, liquidity risk, interest rate risk; Main banking business lines and risk associated with each: the banking book, the trading book and off balance sheet exposure; Scientific risk management process; Financial Derivatives:- introduction, features, types of financial derivatives, basic financial derivatives, uses of financial derivatives.

Unit-II:

Risk Measurement: - based on sensitivity, based on volatility and based on down side potential; Credit risk management –concept, components, need and process of credit risk management; Approaches for capital charge for credit risks; Risk and Return:-introduction, measuring expected return, probability distribution, measures of risk.

Unit-III:

Operational Risk Management:- Concept of operational risk; Operational risk categorization-cause based, effect based and event based ; Operational risk management process; Guiding principles; Approaches for attribution of capital charge for operation risks- Basic Indicator Approach, Standardized Approach and Advanced Measurement Approach. Risk Based Capital Standards: concept, application of capital adequacy standards to Indian banks, computation of capital adequacy of banks.

Note:- Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. *Chance, D. M., An Introduction to Derivatives, Dryden Press, International Edition.*
2. *Chew, L., Managing Derivative Risk, John Wiley, New Jersey.*
3. *Hull, J, Options : Futures & Other Derivatives, Pearson Education , New Delhi*
4. *Dorfman, M.S. "Introduction to Risk Management and Insurance" Pearson Education, NewDelhi*
5. *Mare Lore And Lev Berodovsky, Financial Risk Management, Butterworth Heinennam, Oxford*



Department of Management Studies, University of Kashmir

MBA (FM) Choice Based Credit System Syllabus Effective from 2024

International Financial Management

Course Code: MBAFM18407DCE
MBA (FM) 4th Semester
Credits: 3

Cont. Assessment: 15
Term End Exam: 60
Min. Pass Marks: 40%

Course Objectives: - The objective of the course is to provide an insight to the students about various investment alternatives and how investment in financial securities is compared with other investment alternatives at international level.

Unit – I

Introduction to International Financial Management: Importance, Theoretical Developments in the IFM, the Forex Markets, International Financial markets, Domestic Capital Markets & their linkages; Foreign Financial Markets; The Euromarkets and their linkages; IFM Imperfections, Role of the International Financial Managers.

Unit – II

International Monetary System -Determination of foreign exchange rates: Introduction, Determination of forex rates, Calculating Appreciation and Depreciation, purchasing power parity (PPP), Relative form of PPP, Fisher's effect, International Fisher Effect, Interest Rate Parity, Forecasting Forex Rates.

Unit – III

Transaction Exposure-Nature & Characteristics. Management Techniques – Contractual Hedges: Forwards Market Hedge, Futures Market Hedge, Options Market Hedge & Money Market Hedge. Matching of Cash Flows. Operating Exposure: Concept & Characteristics. Strategies for Management Financial Strategy, Market Strategy & Production Strategy. Translation Exposure- Concept & Characteristics. Methods: Current & Non- Current Method, Monetary & Non-Monetary Method, Temporal Method & Current Rate Method.

Note: Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Apte, P.G.: *International Financial Management*, Tata McGraw Hill.
2. Levi, Maurice d: *International Finance*, McGraw Hill, International Edition.
3. Pilbeam Keith: *International Finance*, Macmillan Press
4. Buckley Adrian: *Multinational Finance*, Prentice Hall.
5. Shaprio, Alan C: *Multinational Financial Management*, Prentice Hall.
6. Eitman, D.K and Stenehill, A. I.: *Multinational Business Cash Finance*, Addison Wesley