



**UNIVERSITY OF RAJASTHAN**

**JAIPUR**

**SYLLABUS**

**M.Com**

**Financial Analysis and Control**

**Semester Scheme**

**I/II Semester Examination      2021-22**

**III/IV Semester Examination      2022-23**

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**University of Rajasthan, Jaipur**  
**M.Com. (FINANCIAL ANALYSIS AND CONTROL) Syllabus**

**Contents:**

1. Eligibility
2. Scheme of Examination
3. Semester Structure
4. Course Details

**1. Eligibility:**

Bachelor's degree from any recognised University in any discipline with atleast 50% marks in aggregate for General Category and Min. 45% for SC/ST/OBC/SBC Category.

**2. Scheme of Examination:**

There will be five questions in all. The candidates are required to attempt all the question. There will be one question from each unit with an internal choice (either/or).

**3. Course Structure:**

The details of the courses with code, title and the credits assign are as given below.

Abbreviations Used

**Course Category**

CCC: Compulsory Core Course

ECC: Elective Core Course

OEC: Open Elective Course

SC: Supportive Course

SSC: Self Study Core Course

SEM: Seminar

PRJ: Project Work

RP: Research Publication

**Contact Hours**

L: Lecture

T: Tutorial

P: Practical or Other

S: Self Study

EoS.E. End of Semester Examination

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First Semester

S. No	Subject Code	Course Title	Course Category	Credit	Contact Hours Per week			EoSE Duration (Hrs.)	
					L	T	P	Thy	P
1	MFC 101	Economics for Decision Making	CCC	6	4	2	0	3	0
2	MFC 102	Theory of Finance	CCC	6	4	2	0	3	0
3	MFC 103	Statistical Techniques	CCC	6	4	2	0	3	0
4	MFC 104	Indian Financial System	CCC	6	4	2	0	3	0
5	MFC 105	Marketing And Service Management	CCC	6	4	2	0	3	0
6	MFC 106	Computer Application in Business	CCC	6	4	2	0	3	0

Second Semester

S. No.	Subject Code	Course Title	Course Category	Credit	Contact Hours Per week			EoSE Duration (Hrs.)	
					L	T	P	Thy	P
1	MFC 201	International Business Environment	CCC	6	4	2	0	3	0
2	MFC 202	Derivatives And Risk Management	CCC	6	4	2	0	3	0
3	MFC 203	Optimization Techniques	CCC	6	4	2	0	3	0
4	MFC 204	Business Communication Skill	CCC	6	4	2	0	3	0
5	MFC 205	Management Information System	CCC	6	4	2	0	3	0
6	MFC 206	Presentation and Viva-Voce	CCC	6	4	2	0	3	0

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Third Semester

S. No.	Subject Code	Course Title	Course Category	Credit	Contact Hours Per week			EoSE Duration (Hrs.)	
					L	T	P	Thy	P
1	MFC 301	Multinational Financial Management	CCC	6	4	2	0	3	0
2.	MFC 302	Security Analysis And Portfolio Management	CCC	6	4	2	0	3	0
3	MFC 303	Entrepreneurship and Small Business Financial Management	CCC	6	4	2	0	3	0
4.	MFC 304	Project Planning And Control	CCC	6	4	2	0	3	0
5.	MFC 305	Management Of Financial Services	CCC	6	4	2	0	3	0
6.	MFC 306	Corporate Legal Framework	CCC	6	4	2	0	3	0

Fourth Semester

S. No	Subject Code	Course Title	Course Category	Credit	Contact Hours Per week			EoSE Duration (Hrs.)	
					L	T	P	Thy	P
1	MFC 401	Macro Economic Theory and Policy	CCC	6	4	2	0	3	0
2.	MFC 402	Strategic Management	CCC	6	4	2	0	3	0
3.	MFC 403	Management Control System	CCC	6	4	2	0	3	0
4.	MFC 404	Insurance Management	CCC	6	4	2	0	3	0
5.	MFC 405	Management of Rural Finance	CCC	6	4	2	0	3	0
6	MFC 406	Dissertation and Viva-Voce	CCC	6	4	2	0	3	0

Note: The candidate shall be permitted to use battery operated pocket calculator that should not have more than 12 digits, 6 functions and 2 memories and should be noiseless and cordless

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## MFC101: ECONOMICS FOR DECISION MAKING

- Unit-I Meaning and Scope of Business Economics, Role and Responsibility of economist in business. The Fundamental Concepts: Incremental Reasoning, contribution, Time perspective, Risk and uncertainty, Concept of Wealth, Supply and Profit.
- Unit-II The Model of Profit Maximization – Baumol's Sales Revenue Maximization Model, Berle Means – Galbraith Model of Corporate Power Structure, O'Williamson Model of Managerial Discretion.  
Growth Maximization Model: Baumol's Model of Growth Maximisation, Marris Model of 'Managerial Enterprise' Behavioral Theories of the Firm: Simon model of Satisfying Behavior, Cyest and March Behavioural Theory of the Firm.
- Unit-III Demand and Revenue, Elasticity of Demand, Promotional-Substitution-Price expektorations elasticity of Demand, Significance of the concept of Elasticity. Determines of Demand forecasting, Methods of Demand Forecasting, Forecasting of a new product consumer durables and producer goods.
- Unit-IV Cost concept relevant for business Decisions, Cost in short run and long run and their relationship. Analysis of Economies and Diseconomies of Scale. Main areas of cost control, Budgetary Control, Standard Costing, Ratio Analysis. Value analysis.
- Unit-V Theory of Pricing - Perfect competition, Monopoly, and Monopolistic competition, Duopoly and Oligopoly General Theory of Pricing, Peak Load Pricing, Pricing over the Life Cycle of Product, Multi Product Pricing, Transfer Pricing, Pricing Methods – Cost Oriented Pricing, Competition oriented, Pricing Based on Economic Considerations. Pricing Strategies – Stay Out Pricing, Price Listing, odd number and Round number, Limit pricing, Pricing in large and small business.

### Books Recommended:

1. Baumol W.J. – Economic Theory and operational Analysis – Prentice Hall of India, New Delhi
2. Wildsmith J.R. – "Managerial Theories of the firm, Martin Robertson.
3. Paul M. Samuelson – Principles of Economics, Vikas, New Delhi.
4. D.N. Divedi – Managerial Economics, Vikas, New Delhi
5. D.M. Mithani – Fundamental of business and Managerial Economics, Himalayan Publishing House, Bombay.
6. P.L. Mehta – Managerial Economics – Analysis Problems Cases, Sultan Chand & Sons.
7. N.D. Mathur : Managerial Economics for MBA, Shivam Book House (P) Ltd., Jaipur
8. Satish Munjul : Managerial Economics, RPH, Parnami Mandir, Jaipur.



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## MFC 102: THEORY OF FINANCE

- Unit-I Financial Environment – Finance Concept, Corporate Financing, Business Financing, Finance Function in Business – Finance and other Functions, Factors affecting the Financing, Organisation Finance, Functions of Finance Manager.
- Unit-II Financial Planning – Characteristics of Financial Planning, Capitalisation: Over-Capitalisation, Under Capitalization, Over trading, Under trading.
- Unit-III Financial Forecasting – Tools for Financial Forecasting, Balance Sheet, Statement showing the change in Working Capital, Cash Flow Forecast.
- Unit-IV Long Term Financing – Need and Source of Long term Financing, Financial implications of Long Term Financing, Long term Financing and debt equity ratio. Short Term Financing – Source of Short term financing, Short Term V/s Long term Financing.
- Unit-V Capital Structure Factors influencing Capital Structure, Optimal Capital Structure Theories of Capital Structure.  
E-Finance – Net Trading (On line trading) settlement system, Electronic Clearing System, Transfer of Funds.

### Books Recommended:

- 1 Ravi M. Kishore: Financial Management, Taxmann, Allied Services Pvt. Ltd., New Delhi.
- 2 P.V. Kulkarni and B.G. Sathya Prasad: Financial Management – A Conceptual Approach, Himalaya Publishing Housing, New Delhi.
- 3 M.Y. Khan and P.K. Jain: Financial Management – Text and Problems Tata McGraw - Hill Publishing Coy. Ltd., New Delhi.
- 4 Prasanna Chandra: Financial Management Theory and Practice, Tata McGraw Hill Publishing Coy. Ltd., New Delhi.
- 5 James C. Van Horne: Financial Management and Policy, Prentice - Hill Publishing Coy. Ltd., New Delhi.
- 6 I.M. Pandey: Financial Management, Vikas Publishing House Pvt. Ltd., New Delhi.
- 7 S.C. Kuchhal: Financial Management.

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## MFC 103: STATISTICAL TECHNIQUES

- Unit-I Role of Statistical Techniques in Business and Industry.  
Co-relation and Regression Analysis: Simple, Partial and Multivariate.
- Unit-II Time series analysis and forecasting. Interpolation and Extrapolation : Binominal Expansion Methods, Neuton's Method of Advancing, Differences and Divided diference, Lagrange Method.
- Unit-III Sampling Theory : Parametric and statistic, sampling distribution, standard error, hypothesis. Null and alernative, hypothesis testing process.
- Unit-IV Testing of Hypothesis in Large and Small samples - 'z' test and 't' test.
- Unit-V Analysis of variance - one way and two way, 'F' test, Chi-square test.

### Books Recommended:

1. Stoar, Builrich; Computer Oriented numerical Methods, Springer Veriag, 1980.
2. Rajaraman V., Computer Oriented Numerical Methods, PHI, 1980.
3. Affi, A A ; Statistical Analysis: A Computer Oriented Approach, Academic Press Inc. 1978
4. Krishnamurthy E.V., Sen S.K.; Computer Based Numerical Algorithms, East-West Press. 1984.
5. Scalzo, F., Elementary Computer Assisted Statistics, Van Nostrand Reinherd Co. Ltd., 1978.

## MFC104: INDIAN FINANCIAL SYSTEM

- Unit-I Introduction to Indian Financial System, Savings and Financial Intermediation, Commercial Banks beyond 2000.  
Reserve Bank of India, Cooperative Credit, NBFC, NABARD.
- Unit-II Development Banking, Investment Banking, Merchant Banking, Mutual Funds, SEBI's Regulatory Role, Money Market, Foreign Exchange Market, Primary Market, Secondary Market.
- Unit-III The Indian Fiscal System - Introduction, Union Budget and its Components.
- Unit-IV Finance Commission, Financial Administration, State Finance, Recommendations of Finance Commission of India.
- Unit-V Recent Trends in Indian Financial Market and Financial Engineering.

### Books Recommended:

1. Machiraju; Indian Financial System, Vikas, New Delhi.
2. Rangrajan C., Reform of the Financial Sector: Choices and Lessons, RBI Bulletin Dec. 1994.
3. RBI Annual Report

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4. Ali Ber, Robert, Z: Money Banking and Economy. WWN & Co., New York.
5. Report of the Committee on Banking Sector, 1998.
6. Report on Trend and Progress of Banking in India (Latest).
7. RBI Bulletin 1991 and latest.
8. SEBI Main Guidelines and Classifications.

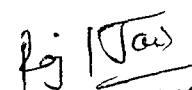
### **MFC 105: MARKETING AND SERVICE MANAGEMENT**

- Unit-I** Importance and Scope of Marketing: Concepts of Marketing – Tasks – Marketing Mix : Product – Pricing – Place – Promotion - Marketing Environment - Marketing and Customer Value –Industrial Marketing - Services Marketing - Global Marketing.
- Unit-II** Introduction to Services Marketing - Importance and characteristics of Services - Growth of Services Sector - Services in the Indian Economy - Services Strategy.
- Unit-III** Consumer Behaviour in Services - Market Segmentation and Services Positioning –Service Demand Management Designing and Managing Service Product.
- Unit-IV** Service quality Management - Service Quality Audit – GAP Model of Service Quality – Total quality Services Marketing – Service Excellence - Pricing of Services – Pricing Strategies Linked to Value Perceptions.
- Unit-V** Service Distribution – Managing Physical Evidence – Internal Marketing.- External Marketing: Word of Mouth Communication - Interactive Marketing - Management of Moments of Truth – Service Deficiencies – Consumer Grievance Recovery Strategies.

**Books Recommended:**

1. Philip Kotler and Kevin Lane Keller: Marketing Management, Prentice Hall of India / Pearson Education, New Delhi.
2. William J Stanton. Fundamentals of Marketing, McGraw-Hill, New Delhi.
3. V. J. Ramaswami and S. Namakumari: Marketing Management, Macmillan Business Books, Delhi.
4. K. Rama Mohan Rao: Services Marketing, Pearson Education, New Delhi.
5. Valeri Zeithmal and Mary Jo Bunter: Services Marketing, Tata McGraw Hill, New Delhi.
6. Apte - Services Marketing, Oxford University Press.
7. Bhattacharya Services Marketing, Excel Publishers.



  
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## MFC 106: COMPUTER APPLICATION IN BUSINESS

- Unit-I Computer Fundamentals : Meaning and Characteristics; Computer Generations; Classification of Computers; Organization of Computer; Input and Output Devices; Storage Devices; PC as a Virtual Office.
- Unit-II Information Technology : Meaning and Components; Basic Idea of Different Types of Networks; Internet-a Global Network; E-Mail; Common Protocol Used in Internet.  
Concept of World Wide Web and Internet Browsing; Internet Security; Application of Internet in Business.
- Unit-III Operating Systems and Word Processing : Concepts; Basic Idea of DOS, WINDOWS and Unix; Introduction and Working with MS-Word in MS-Office; MS-Excel; MS-Power Point-Basic Commands, Formatting Text and Documents; Working with Graphics and Creating Presentation the Easy Way.
- Unit-IV Introduction to Accounting Packages : Preparation of Vouchers, Invoice and Salary Statements; Maintenance of Inventory Records, Maintenance of Accounting Books and Final Accounts; Financial Reports Generation.
- Unit-V Database Management System : Traditional File Management; Processing Techniques; Limitation of File Management Systems; Meaning and Features of DBMS; Components of DBMS; Architecture of DBMS; Functioning of DBMS.

### Books Recommended:

1. Date, C.J. : An Introduction to Database Systems, Addison Wesley, Massachusetts.
2. Dienes, Sheila S : Microsoft office, Professional for Windows 95; Instant Reference; BPB Publication, Delhi.
3. Mansfield, Ron : The Compact Guide to Microsoft office; BPB Publication, Delhi.
4. Norton, Peter : Working with IBM-PC, BPB Publication, Delhi.
5. O'Brian, J. A. : Management Information Systems, Tata McGraw Hill, New Delhi.
6. Ullman, J.O : Principles of Database Systems, Galgotia Publications, New Delhi.

## MFC 201- INTERNATIONAL BUSINESS ENVIRONMENT

- Unit-I Meaning, scope, significance of International business environment.  
An overview of Different Environment : Economic environment, Political and regulatory environment, demographic environment, Social/cultural environment, Business environment.



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- Unit-II International economic institutions : IMF, World Bank, Asian Development Bank and SAARC Bank.
- Unit-III International Investment : Types, significance, factors affecting, International investment
- Unit-IV Multinational Corporation : Meaning, importance, dominance of MNCs, code of conduct, multinational in India.
- Unit-V Globalization : Meaning, Features, stages, essential conditions for globalization, pros and cons of globalization.

**Books Recommended:**

1. Oxford handbook of International business- Rugman, Alan M., Brewer, Thomas L.
2. International Business: environment and operations – John Daniels, Lee Radebaugh, Daniel Sullivan.
3. Doing business anywhere the essential guide to going global - Travis, T. John Wiley & Sons (2007).
4. International business- Dowling. P; Liesch. P; Gray, and Hill, C.
5. International business- Competing in Global markets- Charles W.L Hill, McGraw Hill, 2005.
6. International Business Environment : Francis Cherunilam, Himalaya Publishing House.

**MFC 202- DERIVATIVES AND RISK MANAGEMENT**

- Unit-I Introduction : Meaning and Significance of Derivatives in the Development of Securities Market; Types of Derivatives; L.C. Gupta Committee Report on Derivative Trading; Derivative Trading vs. Forward Trading.
- Unit-II Risk Management : Risk-Return Trade-Off; Systematic vs. Non-Systematic Risks; Components of Risks-Market Risk, Foreign Exchange Risk, Interest Rate Risk, Liquidity Risk and Purchasing Power Risk
- Unit-III Futures Trading : Meaning of Futures Contracts and Role in Hedging the Portfolio Risk; Short-term and Long-term Interest Rate Futures, Stock Index Futures; Determination of Bond Future Prices
- Unit-IV Options Trading : Meaning of Options; Call Options vs. Put Options; Writing of Options; Hedging with Options; Trading with Options; Arbitrage with Options; Black-Schedules Option Pricing Model and Binomial-Option Pricing Model.
- Unit-V Swaps Trading : Meaning of Swaps and their Significance. Hedging Interest Rate Risks; Using Swaps to Reduce Interest Costs; Currency Swaps, Equity Swaps; Floating Rate Notes (FRNs); Swap Pricing.

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**Books Recommended:**

1. Chance, Don M : An Introduction to Derivatives, Dryden Press, International Edition.
2. Chew, Lilian : Managing Derivative Risk, John Wiley, New Jersey.
3. Das, Satyajit : Swap & Derivative Financing, Probus.
4. Hull, J., Options : Futures and other Derivatives, Prentice Hall, New Delhi.
5. Kolb, Robert W : Understanding Futures Markets, Prentice Hall Inc., New Delhi.
6. Kolb, Robert : Financial Derivatives, New York Institute of Finance, New York.
7. Marshall, John F and V.K. Bansal : Financial Engineering-A Complete Guide to Financial Innovation, Prentice He Inc., New Delhi.
8. Report of Prof. L.C. Gupta : Committee on Derivatives Trading.
9. Report of Prof. J.C. Verma : Committee Report on Derivatives Trading.

**MFC 203 - OPTIMIZATION TECHNIQUES**

Unit-I Linear Programming: LP formulations, Graphical method for solving LP's with 2 variables, Simplex method, Duality theory, Special Linear Programming Problem.

Unit-II Transportations Problems, Assignment Problem.

Unit-III Game Theory: Two person zero sum games. Rule of dominance, simulation-different areas of application of simulation, Monte Carlo Model.

Unit-IV Queuing Models: Notations and assumptions, Queuing models with Poisson input and exponential service.

Decision theory : Decision making under uncertainty and risk, EMV, EOL and EVPI.

Unit-V Inventory Models: Introduction to the inventory problem, Deterministic Models-The classical EOQ (Economics Order Quantity) Model, Non-zero lead time. The EOQ with shortage allowed.

**Books Recommended:**

1. Gillet B.E.: Introduction to operation Research-A Computer oriented Algorithmic Approach, Tat McGraw-Hill Pub. Co., New Delhi.
2. Taha Hemdy, A: Operation Research-An Introduction, Fifth Edn., PHI, New Delhi.
3. Mital K.V. and Mohan C.: Optimization Methods in Operation Research and System Analysis 3<sup>rd</sup> Edn., New Age International Publishers, New Delhi.,
4. Hiller, F S & Limerman, G.J Introduction to Operations Research, 2nd Edn., Holden Day Inc., London, 1974.
5. Kothari C.R., Research Methodology. Vikas Publishing House, New delhi.

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## MFC204- BUSINESS COMMUNICATION SKILLS

- Unit-I Human Interactions through communication. Process of communication, Significance of communication in business organisation,
- Unit-II Multinationals and Language Problem. Objectives of Communication Information, Order Advice, Suggestions, Motivation, Persuasion, Warning, Education.
- Unit-III The Channels of Communication, Barriers to Communication. Essentials of Effective Communication, Sharpening the tools of Business Communication,
- Unit-IV Group Communication, Listing Seminar Presentation, Public Speech Group Discussion.
- Unit-V Business Correspondence and Report Writing.  
Nature and Structure of Business Correspondence-Enquiries and Replies, Complaints and Status Enquiries, Circular Letters.

### Books Recommended

1. Rodriques, M.V. Effective Business Communication Concepts, New Delhi.
2. Chase, Stuart, Power of Words, NY Harcourt Brale.
3. Korhballi, J.S.: Essentials of Business Communication, S.Chand & Co. New Delhi.
4. Zelko, H.P. Successful Conference and Discussion Techniques, McGraw-Hill New York.
5. Brown, Leyland: Effective Business Report Writing, Prentice-Hall, New York.

## MFC 205- MANAGEMENT INFORMATION SYSTEM

- Unit-I Introduction: MIS-Concept, Characteristics, Role and Importance of MIS, Components of MIS; MIS Organization; Stages of Growth of MIS: Systems Approach to Problem Solving.  
Concept of Subsystem; Decision Making and MIS; Levels of Management and Information Needs of Management, Types of Information, Quality of Information; Planning for Computer Networking; Network Parameters and Technology of Data Communication.
- Unit-II Prominent Information Systems: Changing Concepts of Information System; Business Process vs. Information Systems; Information Systems for Management - Transaction Processing Systems. Enterprise Resource Planning Systems, Decision Support Systems and Knowledge Based Systems-Expert Systems and Artificial Intelligence; Office Automation Systems, Functional Information Systems; Information Analysis Tools, Data Warehousing and Data Mining; Threats to Information Systems and Control Measures.
- Unit-III Database Management: Database Definition; Objectives of Database; DBMS and its Components, Architecture for a Database System; Types of Database Structures or Data Models - Hierarchical Model, Network Model and Relational Model. Databases-The Shape of Things to come.

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Unit-IV Development of Management Information Systems: System Development Stages; Objectives and Principles of System Design; Conceptual Design and its Steps; Detailed System Design and its Steps; Implementation and Evaluation of MIS (Product-Based MIS Evaluation and Cost/Benefit-Based Evaluation); System Maintenance.

Unit-V Applications of MIS : MIS and Control System; Pitfalls in Developing MIS; Effectiveness of MIS; Implementation of ERP Package Solutions; Networking in Indian Private Banks; Status of MIS in Indian Banks and Financial Institutions; MIS and Prevention of Industrial Sickness.

**Books Recommended:**

1. Murdick Robert G., Joel E. Ross and James R. Clagget: Information System for Modern Management, Prentice Hall, New Delhi.
2. Laudon, Kenneth C and Jane P. Laudon Management Information Systems: Organization and Technology, Prentice Hall, New Delhi.
3. Kumar, Munish: Business Information Systems, Vikas Publishing House, New Delhi.
4. O'Brien James: Management Information Systems, Tata-McGraw Hill, New Delhi.
5. Murthy, C. S.V: Management Information System, Himalaya Publishing House.
6. Jawadakar, W.S: Management Information Systems: Tata Mc-Graw Hill, New Delhi
7. Goyal, D.P: Management Information System, Deep and Deep Publication.
8. Arora Ashok, Bhatia Akshaya: Information Systems for Managers: Excell Books.
9. Paul Licher : Managing Information Systems: A Strategic approach, Dryden Press, Int. Ed. Illinois.
10. Charles S. Parker : Understanding Networking and Internet, Dryden Press.

**MFC 206: PRESENTATION AND VIVA-VOCE**

Presentation by the candidate on the cases/problem of the subject matter given by the supervisor and approved by the Head of the Department. The presentation and Viva-Voce will be examined by the external examiner appointed by the University.

Presentation - 50 Marks

Viva-Voce - 50 Marks



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## MFC 301: MULTINATIONAL FINANCIAL MANAGEMENT

- Unit-I The Multinational Financial Environment: An overview of Multinational Financial Management, Basis of International Trade. Gains from International Trade. International Exchange System.
- Unit-II International Monetary System, International Financial Institutions, Balance of Payments, Marketing and Economic Cooperation, WTO.
- Unit-III Foreign Exchange Market: Exchange Dealings, Foreign Currency Features and Options, Management of Transaction. Translational and Economic Exposures, Interest Rate Risk. Theories for Foreign Exchange Rate Movement and International Parity Conditions.
- Unit-IV Financial Management of the Multinational Firm: International Capital Flows, Cost of Capital and Capital Structure of the Multinational Firm. Multinational Capital Budgeting, Multinational Cash Management, Country Risk, Analysis, International Taxation.
- Unit-V Financing Foreign Operations: Euro-currency Market, Interest Rate and Currency Swaps, Depository Receipts-GDR and ADR, Firm and its implications.  
International Debt Problems, Role of MNCs. An evaluation of Multinational Financial Reforms.


### Books Recommended:

1. Teff Madura: International Financial Management.
2. Madhu Vij.: Multinational Financial Management.
3. C. Jeevanandam: Foreign Exchange & Risk Management.
4. Prances Cherunilam, International Economics.
5. Pandey I.M., Financial Management.

## MFC 302: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

- Unit-I Security Investment Decisions Nature and Scope of Investment Decisions; Investment vs. Speculation; Investment Process; Salient Features of Corporate Securities and Derivatives; Bank Deposits
- Unit-II Mutual Funds – Concept and Objectives – Functions – Types of Mutual Funds – Organization and management – Asset Management Company, Sponsor. Board of Trustee – Guidelines for Mutual Funds – Working of Public and Private Mutual Funds in India – Performance Evaluation of Mutual Funds – Sharpe's Performance measure – Treynor's Performance Measure-Jensen's Model. Mutual Fund Schemes. Life Insurance Policies and other Investment Opportunities

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Unit-III **Fundamental Analysis and Chemistry of Earnings** : Economic Analysis and Economic Forecasting; Industry Analysis - Industrial Classification, Analysis of Industry Life Cycle and Industrial Indicators; Company Analysis-Analysis of Financial Statements; Estimation of Intrinsic Value of Shares-Traditional and Modern Methods.

Unit-IV **Technical Analysis** : Meaning and its Components; Technical Analysis vs. Fundamental Analysis; Tools of Technical Analysis-Point and Figures, Bar and Line Charts, Moving Averages and other Modern Tools; Limitations of Technical Analysis; Meaning and Form of Efficient Market Hypothesis.

Unit-V **Risk Analysis** : Risk-Return Characteristics of Individual Asset and of a Portfolio; Various Components of Risks - Interest Rate Risk, Market Risk, Inflation Risk, Management Risk, Liquidity Risk and Systematic and Unsystematic Risks; Diversification of Risks.

**Portfolio Management** : Traditional and Modern Theory; Selection of Optimum Portfolio-Markowitz Model, Sharpe Model and Capital Asset Pricing Model (CAPM).

**References :**

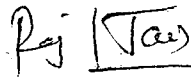
1. Barua, Raghunathan and Verma : Portfolio management , Tata McGraw Hill, Delhi.
2. Clark, James Francis : Investment – Analysis and Management, McGraw Hill, International Edition, New York.
3. Fabozzi, Frank J : Investment Management, Prentice hall, International Edition, New York
4. Fischer, D.E. and Jordan R.J. : Security Analysis and Portfolio Management. Prentice hall, Delhi.
5. Sharpe, William F, Fordon J Alexander and J. V Bailly : Investments, Prentice Hall, Delhi.
6. Strong, Robert : Portfolio Theory and Capital Markets, McGraw Hill, New York.
7. Elton Edwin J, Gumber Martin J: Modern Portfolio Theory and Investment Analysis; John Wiley, New York.

**MFC 303: ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT**

Unit-I **Concept of Small Scale Business, Role of Small Industries, Policies governing Small Enterprise in India, start-up process of Small Enterprise, Rural industries, Auxiliary Industrial organization, Organizational Structure of Small Scale Industries**

Unit-II **Financial Management, Production Management and Marketing Management, Human Resources Management in Small Scale Industries in India. Impact of Globalization on Small Business**

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Unit-III Concept of Entrepreneurship, Role of Entrepreneurship, Entrepreneurial Culture, Origin and Development and Development of Entrepreneurship, Type of Entrepreneurship, Entrepreneurial Traits, Entrepreneurial Training Development, Industrial Research and Development, Entrepreneurship in Rajasthan.

Unit-IV Various Agencies for Entrepreneurship Development.

Special Problems of Small Scale Business, Labour and Personnel Problem, Production Problems, Industrial sickness and industry innovation problems,

Unit-V Institutional Financing of Small Scale business. Banks, RBI, IDBI, IFCI, ICICI, IRCI, LIC & SFCS.

**Suggested Readings:**

1. Vasant Desai: Dynamics of Entrepreneurial Development and Management.
2. Tandon: Environment and Entrepreneur.
3. Dailey: Entrepreneurship Management.
4. Anil Mehta: Organization and Working Estates.
5. C.L. Bansal: Entrepreneurship and Small Business Management.
6. Sashi Balar: Management of Small Scale Industries.
7. R.R. Khan: Management of Small Scale Industries.
8. T.N.S. Tarun: Small Scale Industries & Indian's Economics Development.

**MFC 304: PROJECT PLANNING AND CONTROL**

Unit-I Basics of Project Management –Concept– Project Environment – Types of Projects –Project life cycle – Project proposals – Monitoring project progress . Project appraisal and Project selection – Causes of delay in Project commissioning– Remedies to avoid overruns.

Unit-II Identification of Investment Opportunities – Sources of new project ideas, preliminary screening of projects –Feasibility studies and reports – Stages of Project feasibility study - Components for project feasibility studies.

Unit-III Market feasibility -Market survey – Categories of Market survey – steps involved in conducting market survey – Demand forecasting techniques, Sales projections.

Technical feasibility: Production technology, materials and inputs, plant capacity, site selection, plant layout, site preparation, Managerial Feasibility Project organization and responsibilities.



- Unit-IV Legal and Social Aspects of Project Management, PERT – Benefits of PERT – assumptions in PERT modeling Construction of PERT (Project duration and valuation, slack and critical activities, critical path interpretation) – Critical Path – Method (CPM) Financial Analysis – Capital Expenditure – Criteria and Investment strategies – Capital Investment Appraisal Techniques– Risk analysis – Cost and financial feasibility – Cost of project and means of financing – Estimation of cash flows – Estimation of capital costs and operating costs; Revenue estimation – Income – Determinants – Forecasting income – Preparation of detailed financial projections Operational feasibility -Heads of cost, estimates of cost of production – Breakeven point – Economics of working.
- Unit-V Project Management –project implementation and review - Forms of project organization – project planning – project control – human aspects of project management – pre-requisites for successful project implementation – project review – performance evaluation – abandonment analysis – behavioral issues in project abandonment – administrative aspects of project abandonment.

**Books Recommended:**

1. Gido: Effective Project Management, 2e, Thomson, 2007.
2. Prasanna Chandra, "Projects, Planning, Analysis, Selection, Financing, Implementation and Review", TataMcGraw Hill Company Pvt. Ltd., New Delhi 1998.
3. Damodaran, "Corporate Finance", Johy Wiley Publications.
4. Erhardt & Brigham, "Principles of Corporate Finance", Thomson, 2006.
5. Singh M.K, "Project Evaluation and Management".
6. Prasad N.K, "Principles and Practice of Cost Accounting", 8. Pahwa, HPS, Project Financing.
7. Clifford F. Gray, Erik W. Larson, "Project Management, the Managerial Emphasis", McGraw Hill, 2000.

**MFC 305: MANAGEMENT OF FINANCIAL SERVICES**

- Unit-I Financial Services – concept, financial services in contemporary business environment.  
Emerging trends and Innovations in Financial Services.
- Unit-II Product development: concept, process of product development, life-cycle and review, strategies.
- Unit-III Recent development in Financial Services specially Insurance Sector, Commercial Banking, Mutual Funds and Credit Card Business.
- Unit-IV Type of Financial Services – raising capital – domestic and international, pricing decisions, hire purchase, credit ratings, factoring, venture capital, Bill discounting, Custodian Services
- Unit-V Evaluation of Financial Services – criteria and methodology. Client management relationship. Regulators framework of financial services, corporate restructuring and financial services

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**Books Recommended:**

1. SEBI – Publications
2. RBI – Annual Report
3. NABHIs Publications
4. Prasana Chandra : Financial Management
5. L.H. Bhole: Financial Institutions & Markets
6. M.Y. Khan: Financial Services
7. H.R. Suneja. Innovations in Banking Services

**MFC 306: CORPORATE LEGAL FRAMEWORK**

- Unit-I Indian Contract Act- 1872, Definitions, essentials of a valid contract, offer, acceptance, free consent, consideration, legality of object, capacity to contract discharge of contract, consequences of breach of contract.
- Unit-II Sale of goods Act 1930: Definitions , conditions and warranties, Transfer of property, right of unpaid seller.
- The Negotiable Instruments Act 1881, Definitions of negotiable instruments, Negotiation. Holder and holder in due course, payment in due course, Endorsement and crossing of cheque, Presentation of negotiable instruments.
- Unit-III The Companies Act 2013: Definitions and types of companies, Memorandum of association, Articles of association, Prospectus; Share Capital and membership; Meetings and resolutions; Company management; winding up of companies.
- Unit-IV Competition Act 2002, Restrictive trade practices, Unfair trade practices. The Consumer protection Act 1986 – Consumer rights, Dispute Redressal machinery, Consumer Protection councils.
- Unit-V Regulatory frame work of WTO; Basic principles and charter of WTO; Provisions relating to preferential treatment of developing countries; Functions of WTO, Regional groupings; SAARC, Dispute settlement TRIPS and TRIMS.

**Books Recommended:**

1. Commercial Law – N.D. Kapoor
2. Indian Contract act 1872
- Competition Act 2002, Economic Laws : V.S. Date
4. The Companies Act 2013 – Majumdar and Kapoor

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## MFC-401: MACRO ECONOMIC THEORY AND POLICY

- Unit-I Introduction of Macro Economics: Meaning, nature, scope, importance and limitations Macro Economics. Classical and Keynesian theory of Income and Employment. Consumption Function, Saving Function and Investment Function. Theory of Trade Cycles; Paradox of Thrift, the Investment-Multiplier. Principle of Acceleration.
- Unit-II Theory of inflation, causes and cure. Inflation and unemployment. Foreign Exchange Market and Exchange rate. Balance of payments, Disequilibrium and Adjustment. Introduction to macro economics policy. Monetary policy and fiscal policy. Fiscal policy of development economics and resource mobilization. Major trends in public expenditure in India.
- Unit-III National Income; Concept, Components and Measurement. National Income Accounting. National income and Economic Welfare. Social Accounting.
- Unit-IV Economic Growth: Meaning, importance and sources. Constraints and policies related to the process of economic growth.
- Unit-V Macroeconomic Policy – An overview: Objectives, Stabilization in the short run. Full employment and stable prices, warranted economic growth in the long run, external equilibrium.


### Books Recommended:

1. Dosnbusch: Macro Economics
2. D.N. Driver: Macro Economics: Theory and Policy
3. Rangrajan: Principals of Macro Economics
4. F.S. Proman: Macro Economics
5. Eugene A Diulies: Theory and Problems of Macroeconomics Theory
6. N.D. Mathur and Meenakshi Anand, Micro Economics theory, Shivam Book House Pvt. Ltd, Jaipur

## MFC 402: STRATEGIC MANAGEMENT

- Unit-I The concept and process of Strategic Management. The macro environment and competitive environment, Strategic groups.  
SWOT analysis firm; building competitive advantage through differentiation strategies; focus strategies, mass customization and quality dominance.
- Unit-II Maintaining competitive advantage: Dynamics of competitive environment; Response options; Role of e-business resources in integration and diversification; Leveraging resources to maintain competitive advantage; Resource sharing; Information technology platforms as strategic tools.
- Unit-III Global strategy and niche markets, E-Commerce and global strategy; market access and e-commerce technologies; Globalizations and e-commerce infrastructure; Niche market identification and strategies.

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- Unit-IV Strategic alliances The concept, motives and types of strategic alliances Risks and costs of alliances. Implications of alliances on business infrastructures; Leveraging e-business, resources for implementing strategic alliances; Cultural and human dimensions of strategic alliances.
- Unit-V Reviewing competitive advantage: TQM, BPR, automation and networking, restructuring organizations and cross functional teams; Relationship management with suppliers, customers and employees. Using e-business for relationship management.

**Books Recommended:**

1. Pitts Robert A. and Lei David, **Strategic Management: Building and Sustaining Competitive Advantage**, 2<sup>nd</sup> Edition, Sough-Western College Publishing, USA.
2. Hunger J. David and Wheelen Thomas L. : **"Strategic Management**, 6<sup>th</sup> Edition, 1999, Addison Wesley Longman Singapore Pvt. Ltd.
3. John A. Pearce II, Richard B. Robinson Jr., **Strategic Management: Strategy Formulation and Implementation**, 3<sup>rd</sup> Edition, 1996, AITBS Publishers and Distributors (Reg.), Delhi.
4. Fred R. David: **"Strategic Management"**, 3<sup>rd</sup> Edition 1991, McMillan Publishing Co., New York.
5. Venugopal R., **"Contemporary Strategic Management"**. 1999, Vikas Publishing House Pvt. Ltd., Delhi.

**MFC 403: MANAGEMENT CONTROL SYSTEM**

- Unit-I Introduction : Concept of Control and Management Control System; Management Control and Strategic Planning; Management Control System and Organisational Goals. Evaluating Management Control System.
- Unit-II Financial Goal Setting and Responsibility Centres : Analysis of ROI and Incremental ROI; Sensitivity Analysis; Developing Financial Goals along Organisational Hierarchy; Concept of Responsibility Centres; Organisation Structure and Responsibility Centres; Types of Responsibility Centres; Establishing Responsibility Centres as a Control System; Responsibility Accounting
- Unit-III Decentralisation and Transfer Pricing : Organisational Structure and Decentralisation; Costs and Benefits of Decentralisation; Choices about Responsibility Centres. Transfer Pricing and Corporate Policy; Methods of Transfer Pricing General Guideline for Transfer Pricing Situations.
- Unit-IV Performance Measurement and Control : Concept and its Importance, Measuring Performance. Different Performance Measures - Financial, Non-Financial, Internal and External Performance Measures; Designing and Accounting Based Performance Measure Measurement Alternatives For Assets in Accounting Based Performance Measure. Goal Congruence and Performance Measures; Distinction between Managers and Organisational Unit Performance-Performance Measurement at Individual and Organisational Level

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Management Control In Special Sectors Cost Control and Cost Reduction. Areas of Cost Reduction; Techniques of Cost Reduction. Management and Control of Research and Development Cost;

Productivity and Quality Control.

**Books Recommended:**

1. Anthony, R.N. and John Dearden, Management Control System- Texts and cases, Taraporewala Co. Bombay.
2. Sharma Subhash, Management Control System. Tata Mcgraw, New Delhi
3. Srinivasana N.P., Gupta C.B. & Kapoor V.K., Management Control Systems, Sultan Chand & Sons, New Delhi
4. Sinha Pradip Kumar, Management Control System. Nivali Prakashan, Pune.
5. Maciariello & Kirby, Management Control Systems-Using Adaptive Systems to Attain Control, Prentice Hall of India Ltd., New Delhi.
6. Fremger, J.M. , Accounting for Managerial Analysis, Richard D Irwin, Homewood.
7. Bhatia, Manohar L., Profit Centres-Concepts, Practices and Perspectives, Somaiya Publications, Bombay.
8. Solomons, David, Divisional Performance: Measurement and Control, Richard D Irwin: Homewood.
9. Chakravorty, S K., Management by Objectives-An Integrated Approach, Macmillan, Delhi.
10. Horngren, Charles, T and George Foster, Cost-Accounting-A Managerial Emphasis, Prentice Hall of India Ltd., New Delhi.
11. Tomkions, Cyril, Financial Planning in Divisionalised Companies. Hay market, London.

**MFC 404: INSURANCE MANAGEMENT**

- Unit-I Introduction – Risk analysis, Risk management, Insurable risk, Insurance as a social security tool, Meaning, objectives, significance, types and functions of insurance. Role of insurance in the development of an economy. Insurance concept – Double Insurance, Re-insurance, underwriting, Nomination, Insurance tariff premium calculations.
- Unit-II Origin and Development of Insurance: Nationalization of Privatization in India. Organization and working of LIC and GIC organizations. Prospects of Indian and foreign companies in insurance business during globalization.
- Unit-III Principles of Insurance: Utmost good faith, Insurance interest, indemnity, subrogation, overage contribution, proximate cause, mitigation of losses etc. Insurance Intermediaries: Insurance Agents – Rights and duties, functions, procedure for becoming an insurance Agent Code of Conduct, Agents regulations, Training license. Termination of Agency, Corporate Agent, Brokers, Surveyors, Loss assessors, Consultants etc.

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- Unit-IV Insurance Products. Methods of issuing insurance policy - Life Insurance Plans - Whole life, endowment, Group Insurance, Health linked plans, Superannuation's, Pension Plans, saving insurance plans. General Insurance. Fire Insurance, Marine Insurance, Motor Insurance, Medical and Accident Plans etc.
- Unit-V Insurance Claims - Settlement Procedure, Maturity Claims, Death Claims, Special Claims, Ex-gratia Claims, Paid-up Claims, Surrender Claims, Claims documents. Insurance Legislation - A Study, Brief knowledge of Insurance Act 1938, LIC Act 1956, Marine Insurance Act 1963, General Insurance Business Nationalization Act 1972. Insurance Regulatory & Development Authority Act 1999.

**Books Recommended:**

- 1 A.N. Agrawal: Insurance in India.
- 2 B.S.S. Bhir and M.D. Limaye: Insurance Principle & Practice
- 3 J.H. Magree: General Insurance.
- 4 M.N. Mishra: Insurance - Principle and Practice.
- 5 LIC Annual Reports.

**MFC405: MANAGEMENT OF RURAL FINANCE**

- Unit-I Rural Scenario of Indian Economy. A brief profile of Rural Poverty. Unemployment and Rural Infrastructure.
- Unit-II Rural industrialization and District Industrial Centers (DIC). Role of rural industries in Indian economy and economic development. Highlights of industrial growth Since 1951. Role of Agriculture in Indian Economic, Causes of low Productivity of Indian Agriculture. Measures adopted to improve productivity.
- Unit-III Rural Finance: Meaning, Need and importance. Problems of Rural Finance. Sources of Rural Finance, Role of State in Rural Finance. Basic features of Rural Finance, Rural Poverty Alleviation Programmes. Major rural employment generation schemes. Management of loan and subsidy. Role of NGO's in rural Development Role of Ministry of Rural Development in Rural Development Activities
- Unit-IV Role of Reserve Bank of India, NABARD - An Apex Body of Rural Finance its organizations, management and main operations. Role and Policy towards Rural Development

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Rural Financing Institutions: Cooperative Institutions PACS, Central Co-operative Banks, State Co-operative Banks, Land Development Banks, Regional Rural Banks (RPBs), Commercial Banks.

Non-Institutional Rural Financing, Agencies: Moneylenders, Jamiders, Big Farmers, Commission Agents, Relatives and Friends. Role of these agencies in the present context. An evaluation of Rural Financing Agencies.

**Books Recommended:**

1. Ruderduitt & Sunderam: Indian Economy.
2. A.N. Agrawal: Indian Economy.
3. Mamoria: Problems of Indian Agriculture.
4. S.S.N. Desai: Rural Banking in India.
5. I.C. Dhingra: Agricultural Economy of India
6. B.S. Mathur: Co-operation of India.
7. The World Bank: World Development Report 1995, and onwards.

**MFC 406: DISSERTATION AND VIVA VOCE**

Dissertation	-	50 Marks
Viva-Voce	-	50 Marks

The project report will be based on 30 days Summer Training Programme in reputed organisation after second semester.

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