

# NIMS UNIVERSITY, JAIPUR



## SYLLABUS

**MASTER OF BUSINESS  
ADMINISTRATION (M.B.A.)**

## MASTER OF BUSINESS ADMINISTRATION (M.B.A)-FINANCE

Sl. No.	Subject Code and Subject Name	Theory-T	Practical-P
	<b>YEAR - I</b>		
1.	Principles of Management and Organizational Behavior	100	
2.	Business Accounting Analysis	100	
3.	Business environment	100	
4.	Computer Fundamentals	100	50
5.	Marketing Management	100	
6.	Human Resource Management	100	
7.	Operations Management	100	
8.	Quantitative Techniques in Management	100	
9.	Communication For Professionals & Presentation	100	50
10.	Managerial Economics	100	

## Principles of Management & Organizational Behavior

<p><b>UNIT 1</b></p>	<p>Management : Science, Theory and Practice - The Evolution of Management Thought and the Patterns of Management Analysis - Management and Society : Social Responsibility and Ethics - Global and Comparative Management - The Basis of Global Management – Functions of Management-The Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises - Decision Making - Global Planning.</p>
<p><b>UNIT 2</b></p>	<p>The Nature of Organizing - Organizational Structure : Departmentation - Line/Staff Authority and Decentralization - Effective Organizing and Organizational Culture - Global Organizing. Co-ordination functions in Organization - Human Factors and Motivation - Leadership - Committees and Group Decision Making - Communication - Global Leading.</p>
<p><b>UNIT 3</b></p>	<p>The System and Process of Controlling - Control Techniques and Information Technology - Global Controlling and Global Challenges – Direction Function – Significance.</p>
<p><b>UNIT 4</b></p>	<p>Organizational Behavior : History - evaluation, Challenges &amp; opportunities, contributing disciplines, management functions and relevance to Organization Behavior. Organizational Behavior responses to Global and Cultural Diversity. Personality - Determinants, structure, behavior, assessment, psychoanalytical Social learning, job-fit, trait theories. Emotions and Emotional Intelligence as a managerial tool. Attitudes - relationship with behavior, sources, types, consistency, work attitudes, values- Importance, sources, types, ethics and types of management ethics. Perception - Process, Selection, Organization Errors, Managerial implications of Perception. Learning - classical, operant and social cognitive approaches. Implications of learning on managerial performance.</p>
<p><b>UNIT 5</b></p>	<p>Stress - Nature, sources, Effects, influence of personality, managing stress- Conflict - Management, Levels, Sources, bases, conflict resolution strategies, Negotiation. Foundations of group behavior: team decision making. Issues in Managing teams. Organizational change - Managing planned change. Resistance to change - Approaches to managing organizational change - Organizational</p>

Development - values - interventions, change management- Organizational culture - Dynamics, role and types of culture and corporate culture.
----------------------------------------------------------------------------------------------------------------------------------------------------

### RECOMMENDED BOOKS

1. Management– J. R. Schermerhorn Jr. 8th Edition, Wiley India, New Delhi 2005
2. Management-Richard L. Daft, Cengage learning
3. Organizational Behavior - Stephen P Robbins, Timothy A. Judge, Seema Sanghi- Pearson Education, 12th Edition
4. Organization Behavior-Sтивен L Mc Shane, Mary Ann Von Gilnow and Radha R Sharma, TMH, 3rd Edition, 2006

### REFERENCE BOOKS:

- Management - Ricky W. Griffin Eighth Edition, 2005, Biztantra
- Fundamentals of Management-Stephen P Robbins et al, Pearson Publications, Fifth edition
- Management - A Global and Entrepreneurial Perspective - Harold Koontz, Heinz \Wehrich - TMH 12th edition, 2008.
- Management-Concepts and Cases-V. S. P. Rao, Excel Books
- Dr. B. S. Mathur--Principles of Management (National Publishing House. Chaura Rasta, Jaipur).
- Koontz & Weirich, Essentials of Management, Tata McGraw Hill Publishing Company, New Delhi.
- Stoner, Freeman & Gilbert, Management, PHI, 6th Edition.
- Robbins.S.P., Fundamentals of Management, Pearson, 2003.
- Robbins.S. Organisational Behaviour, X edn., Prentice-Hall, India.
- Umasekaran, Organisational Behaviour.
- VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books, I Edition, 2004
- Organizational Behavior, Fred Luthans, 11th edition, Mc-Graw Hill International Understanding Organizational Behaviour – Uday Parek; Oxford Press
- Management and organizational Behavior, Laurie J Mullins, Pearson education
- Fundamentals of organizational behavior, Slocum/Hillriegel. Cengage Learning

### **Business Accounting Analysis**

<b>UNIT 1</b>	Financial Accounting - Definition - Accounting Principles - Concepts and conventions - Trial Balance – Final Accounts (Problems) - Depreciation Methods-Straight line method, Written down value method.
<b>UNIT 2</b>	Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Accounting Ratios: construction of balance sheet using ratios (problems)-DuPont analysis. Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement. Problems
<b>UNIT 3</b>	Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet - Problems. Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems -Zero Base Budgeting. Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems
<b>UNIT 4</b>	Objectives and functions of Financial Management - Role of Financial Management in the organization - Risk-Return relationship- Time value of money concepts - Indian Financial system - Legal, Regulatory and tax Framework. Sources of Long term finance - Features of Capital market Development in India - Role of SEBI in Capital Issues. Capital Budgeting - methods of appraisal - Conflict in criteria for evaluation - Capital Rationing - Problems - Risk analysis in Capital Budgeting
<b>UNIT 5</b>	Cost of Capital - Computation for each source of finance and weighted average cost of capital -EBIT -EPS Analysis - Operating Leverage - Financial Leverage - Problems.

	<p>Capital Structure Theories - Dividend Policies - Types of Dividend Policy.  Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management  and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports.</p>
--	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

**RECOMMENDED BOOKS:**

- Advanced Accountancy - R.L.Gupta and Radhaswamy
- Management Accounting - Khan and Jain
- Management Accounting - S.N.Maheswari
- Prasanna Chandra, "Financial Management – Theory and Practice", Tata McGraw Hill, New Delhi (1994).
- I.M.Pandey, "Financial Management", Vikas Publishing, New Delhi.

**REFERENCE BOOKS:**

1. Financial Accounting for Management: An Analytical Perspective – Ambrish Gupta, Pearson Education, 1/e,
2. Financial Accounting: A Managerial Emphasis – Ashok Banerjee, Excel Books,
3. Accounting For Managers – Maheswari & Maheswari – Vikas Publishing house (P) Ltd.
4. Financial Statement Analysis – Wild – Tomson Cengage Learning Ltd.
5. Advanced Accountancy- R. L. Gupta & M. Radhaswamy –Sultan Chand Publications
6. Accounting for Managers-Bhattacharya- Vikas Publications, 3/e

## Business Environment

<b>UNIT 1</b>	<b>Systems approach to business</b> – the physical, Legal, Social, Economic, Political and Technical Environment of business – Environment Analysis – State and Economic Activities – Economic Systems – Public Sector – Public Sector in India, Navratna Public Sector Undertakings, Globalization of Indian Public Sector Undertakings.
<b>UNIT 2</b>	<b>Nature of the Indian Economy-</b> Evolution of Industry in India – Some important industries / sectors of India: Cotton, Textile, Jute, Sugar, Rubber Based Industries, Iron and Steel industry- health sector, Travel and Tourism, Information technology & Software, BPO. Planning in India, Industrial development strategy
<b>UNIT 3</b>	<b>Business &amp; Society:</b> Social responsibility of business, consumer rights, consumerism and business, Corporate Governance.
<b>UNIT 4</b>	<b>Industrial Policy of the Government.</b> Industrial Policy Resolutions / Statement- Main Provisions and their impact on industrial development- Industrial Licensing Policy in India.  Policies with respect to economic concentration, monopolies and restrictive trade practices, MRTP Act.
<b>UNIT 5</b>	<b>Global Financial Crisis:</b> The great depression of 1930's – implication and strategy adopted for development – South East Asian Currency crisis of 1990's – Financial crisis-2008 and implication for India.
<b>UNIT 6</b>	<b>The Financial system</b> - monetary and fiscal policies, Industrial financial institutions and development banks – IFCI, ICICI, IDBI, SIDBI, SBI & Its associated Banks, Bank of Baroda, Canara Bank, Private Commercial Banks – ICICI Bank, HDFC Bank. Monetary & Fiscal Policies & their impact on Business. Immediate previous Union Budget. Banking Structure Reforms- Narasimhan Committee Recommendations- Financial sector reforms - Recent Technological Developments in Indian banking (ATM, Debit and Credit Cards, EMT, EFT, Etc.)

**RECOMMENDED BOOKS:**

1. Economic Environment of Business by S K Misra, V. K. Puri – Himalaya publishing house.
2. Business Environment Text and Cases by Justin paul, 2nd edition, McGraw – Hill Companies
3. Cherunilam Francis: Business Environment, Himalaya Publishing House, New Delhi
4. Government of India Economic Survey Report & Union Budget
5. Cherunilam Francis: International Business, Prentice Hall of India, New Delhi.

**REFERENCE BOOKS:**

1. Business Environment by Suresh Bedi –Excel Books
2. Indian Economy by I. C. Dingra
3. Business Environment-Shaikh & Saleem, Pearson, 2006
4. Indian Economy by K P M Sundharam and Ruddar Datt.



## Computer Fundamentals

<b>UNIT 1</b>	<p>Characteristics of computer &amp; its block diagram, generation of computer, classification of computer (super, mainframe, mini, workstation, portable), number system.</p> <p><b>Input device</b> (keyboard, pointing device, data scanning, digitizer, electronic card based device, speech recognition device).</p> <p><b>Output device</b> (Monitor, printer, plotter, speaker, screen image projector).</p> <p><b>CPU</b> – CU &amp; ALU, Processor speed, system clock, Motherboard, Microprocessor, Expansion slot, Memory buses.</p> <p><b>Storage unit</b> – Primary &amp; secondary storage unit, Main Memory – RAM (SRAM &amp; DRAM) &amp; ROM, Cache Memory.</p> <p>Secondary Memory &amp; its type (sequential &amp; direct access) Magnetic tapes, Magnetic Desk, Optical Disk, Disk Formatting (Boot Record, FAT, Folder directory).</p>
<b>UNIT 2</b>	<p><b>Software and Types of Software-</b> Operating system basics, application software definition and basics. Introduction to Programming Languages, System software (Operating systems and Utilities), application software (Word processors, Spreadsheet, DBMS, Presentation Graphics, Browsers, Personal Information Managers), Introduction to Multilingual Word- processors. Data Warehousing – Need for data warehousing, data warehouse components, Construction of data warehouse (Theory Only)</p>
<b>UNIT 3</b>	<p><b>Application Software</b> (Working knowledge at Common users Level Only)</p> <p><b>(a) Word Processing, Software:</b> MS Word, Entering, Editing and Formatting Text, Document Formats, (page Size and Orientation, Headers and Footers, Columns and Section, Page layout), Spelling and Grammar headers, Thesaurus, Find and Replace, Cut and Paste, Tables and Formatting tables, Mail Merge, Styles and Templates.</p> <p><b>(b) Spreadsheet Program - MS Excel:</b> Entering data, Labels Values, Dates, Formulas, Cell references, Formats, Functions, Templates, Charts and Maps, analyzing data in a spreadsheet.</p> <p><b>(c) DBMS - Microsoft Access:</b> Database, Entering data into the database Creating Database tables, editing data, Viewing Records, Sorting records, Querying a database, generating reports.</p>
<b>UNIT 4</b>	<p><b>Communications and Connectivity-</b>Data Communication systems, Data transmission (serial, Parallel, bandwidth, Protocols), E-mail, FAX, Voice and Video messaging, Video conferencing, Online services, user connection (type) Networking of Computers (Node, Client, Server. LAN, WAN), Using the network, The Internet and the Web. Telecommunication Concepts, Data Transmission and OSI reference model, LAN, MAN, WAN, WWW, Topologies, Protocol stack, Internet, Intranet, Extranet.</p>
<b>UNIT -5</b>	<p><b>The Internet and Online Resources</b> (Working knowledge at Common users Level Only)</p> <p>How the Internet works, Introduction to TCP/IP, IP and DNS address, Features of the Internet 9E-mail, News, Telnet, FTP, Chart, Channel, WWW, Online services, Bulletin Board Services) Connecting to a PC to the Internet (Setting Dial up and Internet connection Wizard) Overview of Internet browsers IE and Firefox, features, there in use off search engines surfing creating and Use of e-mail, Awareness about e-commerce and its advantages.</p>

## **RECOMMENDED BOOKS**

1. Computers: Technology, Applications and Social Implications
2. A First Course in Data Processing, J. Daniel Couger & Fred R McFadden, Wiley
3. David, Van Over, Foundations of Business System, Forth Worth, Dryden 1992
4. Estrada Susan, Connecting to Internet, OReiley, 1993
5. Computer Networking – James F Kurose & Keith W Ross, Addison Wesley, 2004
6. Data Communications and Networking – 3rd Edition, Forouzan, Tata McGraw Hill
7. The Internet Book – Douglas E Comer, PHI
8. Computer Networks-Protocols, Standards & Interfaces-Black, PHI

## Marketing Management

<b>UNIT 1</b>	<p><b>Introduction to Marketing:</b> Nature, scope and importance of marketing, , the marketing concept-selling Vs marketing concept: Growing relevance of marketing in India.</p> <p><b>Marketing Environment:</b> Demographic, Economic, natural, technological, politic, legal and, socio-cultural environment, The Indian Marketing Environment.</p>
<b>UNIT 2</b>	<p><b>Marketing Planning</b> - Nature, Process and Contents of Marketing Plan - The changing marketing environment - Analyzing needs and trends in Macro Environment, Economic Environment, Technical Environment, Political Environment and Socio-cultural Environment. Introduction to the Marketing Mix Ps and Cs.</p>
<b>UNIT 3</b>	<p><b>Product:</b> Product strategy, product innovation and diffusion, Product development, Product lifecycle and product mix</p> <p><b>Pricing Decisions:</b> Designing pricing strategies and programs, pricing techniques.</p>
<b>UNIT 4</b>	<p><b>Place:</b> Types of channels, meaning &amp; importance, channels strategies, designing and managing value network and marketing channel, managing retailing</p> <p><b>Promotion:</b> Advertising- meaning and importance, types, media decisions, promotion-mix. Marketing appeals and tactics. Promotional vehicles. Interactive advertising formats. New marketing models (CPM, CPC, and CPA). Direct Marketing Sales Promotion (push versus pull study).</p>
<b>UNIT 5</b>	<p><b>Consumer Behavior</b> - Factors influencing buyer behavior - Buyer decision process - Consumer Psychology - Industrial Buyer behavior Vs. Domestic Buyer behavior - Customer satisfactions Vs. Customer delight - Consumer value and satisfaction</p> <p>Profile and feature of Indian consumers,</p>
<b>UNIT 6</b>	<p><b>Competition</b> - Identification and Analysis of Competitors.</p> <p><b>Market segmentation</b> - Bases for market segmentation of consumer goods, industrial goods and services - Market Targeting and positioning strategies. Market segmentation-meaning, levels, basis of segmentation, concept of niche marketing.</p>
<b>UNIT 7</b>	<p><b>Market Evaluation and Controls</b> - Types, process, obstacles to marketing control - Marketing Audit - Marketing Ethics</p>

### RECOMMENDED BOOKS:

1. Kumar, Ramesh; Application Exercises in Management, Vikas Publishing House, 2004.
2. Varshney & Gupta; Marketing Management, Sultan Chand & Sons, 2005.
3. Kotler & Armstrong; Principles of Marketing Management, Prentice hall India, 2003.

### REFERENCE BOOKS

1. Gandhi, T. C. Marketing; A Managerial Introduction, 2003.
2. Gupta & Suri; Case Studies in Marketing Mgt., Himalaya Publishing House, 2005.

## Human Resource Management

<b>UNIT 1</b>	<b>Introduction:</b> Concept, nature, scope, objectives and importance of HRM; Evolution of HRM; Challenges of HRM, Personnel Management vs HRM, Role of HRM in strategic management. HRM Environment in India.
<b>UNIT 2</b>	<b>Acquisition of Human Resources:</b> HR Planning, need of HR Planning; Job analysis – job description and job specification; recruitment – sources and method; selection process – tests and interviews; placement and induction. Job changes – transfers, promotions/demotions, separations.
<b>UNIT 3</b>	<b>Training and Development:</b> Concept and importance of training; types of training; methods of training; design of training programme; evaluation of training programme; executive development – need and techniques; career planning and development.
<b>UNIT 4</b>	<b>Compensation and Maintenance:</b> Concept, Objectives, Compensation Management, <b>Job Evaluation:</b> Concept, Methods, Limitations. <b>Maintenance:</b> Overview of Employee Welfare, Health & Safety. Discipline and Grievance handling procedure.
<b>UNIT 5</b>	<b>Performance Appraisal:</b> Introduction, Process, Methods, Limitations, 360 degree Feedback system.

### RECOMMENDED BOOKS:

1. Chhabra, T. N; Human Resource Management; Dhanpati Rai and Co. Pvt. Ltd New Delhi 2003.
2. Aswathappa, K.; Human Resource and Personnel Management (Text and Cases), Tata McGraw Hill Publishing Company, New Delhi, 2003
3. Rao, V S P, Human Resource Management, Text and Cases, Excel Books, 2004.

### REFERENCE BOOKS

1. Flippo, Edwin B., Personnel Management, Tata McGraw Hill.
2. Dr. Gupta, C. B.; Human Resource Management, Sultan Chand and Sons, New Delhi, 2003.
3. Dessler, Gary; Human Resource Management; Prentice Hall.
4. D’Cenzo, David A & Stephen P. Robbin, Personnel Human Resource Management, Prentice Hall of India.
5. Beardwell, Ian & Len Holden, Human Resource Management, Macmillan, Delhi

## Operations Management

<b>UNIT 1</b>	<p><b>Operations/Production Management</b> – Introduction; Definitions ; Objectives; Strategies of Operations Management; Overview &amp; Scope &amp; Significance &amp; Systematic View of Operations; Factors of production; Productive use of resources; Operations Management as Multidisciplinary subject</p> <p><b>Production System</b> - Issues &amp; Environment ; Introduction; Production System Model ; Characteristics of Production Systems; Production System Design</p>
<b>UNIT 2</b>	<p><b>Facility Planning</b> – Definition; Needs; Objectives; Facility Layouts – Process Layout, Product Layout ; Designing/Preparing Facility Layout</p> <p><b>Capacity Planning</b> – Introduction; Aspects; Procedures – Capacity Planning for a single stage system, Capacity Planning for a multiple stage system; Determination of Equipment Requirements</p>
<b>UNIT 3</b>	<p><b>Material Management</b> – Issues; Material Planning – purchase; stores; material handling</p> <p><b>Material Requirement Planning (MRP)</b>- Definitions ; MRP-I Vs MRP-II; Objectives; Elements – Master Scheduling, Bill of Materials, Inventory Records, Capacity Planning, Purchasing ; Computations; Implementations</p>
<b>UNIT 4</b>	<p><b>Aggregate Production Planning</b> – Purposes; Steps; Importance; Reactive Alternatives; Work force Adjustment; Overtime &amp; Under time; Vacations Schedules; Anticipation Inventory; Subcontractors; Backlogs</p> <p><b>Just – in – time (JIT) Manufacturing</b> – Introduction; Characteristics; Elements; JIT Purchasing</p>
<b>UNIT 5</b>	<p><b>Job Design</b> – Definitions; Job Design Techniques – Traditional Engineering Techniques (Specialization, Work Methods, Working Environment) ; Behavioral Approach Techniques (Job Rotation, Job Enlargement, Job Enrichment)</p> <p><b>Work Measurement</b> – Definition; Work Measurement Techniques – Time Study, Work Sampling</p>

### RECOMMENDED BOOKS:

1. Operations Management Theory and Practice, B Mahadevan, Pearson Education, Second Edition 2007
2. Operations Management by William J Stevenson 8th Edition 2005

### REFERENCE BOOKS

1. Production and Operations Management, K Aswathappa, K Sridhar Bhat, Himalaya Publication
2. Production and Operation Management, Text and cases, Upendra Kachru, First Edition Excel Publication.

## Quantitative Techniques

<b>UNIT 1</b>	An Introduction, Statistical and operations Research techniques, Scope and application of quantitative techniques, Scientific approach in decision making. Limitation of these techniques.
<b>UNIT 2</b>	<b>Correlation Analysis:</b> Definition of Correlation Coefficient (Karl Pearson's Correlation Coefficient) ; Scattered Diagram ; Properties of Correlation Coefficients ; Rank Correlation Coefficient (Spearman's Rank Correlation Coefficient); Problems Solving Regression Analysis: Definitions of Regression Equations & Regression Coefficients ; Properties of Regression Coefficients ; Problems Solving
<b>UNIT 3</b>	<b>Decision Theory:</b> Decision making under certainty, uncertainty and Risk, Decision tree analysis.  <b>Linear Programming Problems (LPP):</b> LPP Formulations ; Graphical Solutions of LPP ; Simplex method for solving LPP ; Transportation (Solving Transportation problems) ; Assignment (Solving Assignment problems) ; Duality
<b>UNIT 4</b>	<b>Network Analysis:</b> Programme Evaluation and Review Technique (PERT) and critical path Method (CPM), Cost Analysis and Crashing the Network.  <b>Theory of Games and Queuing Models:</b> Two persons Zero sum games, pure and mixed strategy
<b>UNIT 5</b>	<b>Queuing mode Single channel queuing theory</b> Application of queuing theory in business decision making.  <b>Replacement Theory:</b> Replacing of items that deteriorate with time, Time value of money concept and replacement of items that fails suddenly.  <b>Simulation:</b> Advantages, Limitations, Monte casio Method.

### RECOMMENDED BOOKS:

1. Gupta, S. P. and Gupta, P. K.; Quantitative Techniques and Operations Research, Sultan Chand & Sons
2. Vohra, N. D.; Quantitative Techniques in Management 2003.
3. Gupta, S. P. Statistical Methods, Sultan Chand & Sons. 2004
4. Srivastava, U. K.; Shenoy, G. V. and Sharma, S. C.; Quantitative Techniques for managerial Decisions; New Age International Pvt. Ltd., (2002) 2<sup>nd</sup> edition

### REFERENCE BOOKS:

1. S. D. Sharma; Operations Research, New Edition
2. Sharma, J. K.; Operations Research: problems & solutions; Macmillan India Ltd., 2004(2<sup>nd</sup> edition)
3. Sancheti, D. C. & Kapoor, V. K.; Statistics-Theory, Methods, Sultan Chand & Sons, 2004

## Communication for Professionals & Presentation

<b>UNIT 1</b>	<b>Role of Communication:</b> defining communication- classification of communication – purpose of communication – process of communication- elements of communications – major difficulties in communication – common problems in two way communication- barriers to communication conditions for successful communication – characteristics of successful communication – universal elements in communication.
<b>UNIT 2</b>	<b>Importance of communication in management:</b> important functions of managing – managing and communication – need for communication in management – corporate communication – the manager – the human needs – communication training for managers – communication structure in an organization – communication and the line and staff management – formal communication – informal.
<b>UNIT 3</b>	<b>Written Business Communication:</b> The art of Writing – Importance of skills in written communication – purpose of writing- the audience – clarity in writing – principles of effective writing.
<b>UNIT 4</b>	<b>Business Letters and Memos:</b> introduction- writing routine pleasant letters – writing a persuasive letter- writing memos – case study – A Reply sent to erring customer.
<b>UNIT 5</b>	<b>Report Writing:</b> Report- Difference between reports and other forms of writing- purpose of a report- kinds of report- objectives of report- writing report – basic and subsidiary parts of a report- writing elements of a long formal report- abstract and executive summary – discussions of findings and analysis – subject wise development – concept development – the process of investigation – research report –Difference of summer project report from business / technical reports / guidelines for writing summer project report – summer project proposal – synopsis – summer project presentation. Summer Project Report based on hypothetical topics in Human Resource & Marketing
<b>UNIT 6</b>	<b>Oral Communication:</b> skills and effectiveness Application of conversation control – negotiation skills – nature of negotiation – need to negotiate- stages of negotiation process – negotiation strategies- presentation skills – elements of presentation – designing presentation – Listening in communication.
<b>UNIT 7</b>	<b>Non Verbal Communication:</b> meaning- characteristics – classification – advantages – guidelines for developing non verbal communication- Case Study- Wave & three other case studies related to non verbal communication
<b>UNIT 8</b>	<b>CVs. Group Discussion and Personal interviews:</b> preparing for job- summary, drafting an application letter – interview- job interview- communication skills – focus of job interviews – analysis and interpretation of respondents Case study employment interviews for cabin crews & Five other case studies on interviews
<b>UNIT 9</b>	<b>Business Etiquette:</b> meaning- business dining- foreign language – business manners of different countries – business to business etiquette – managing customer care - Case Study- Five Case Studies on Business Etiquette
<b>UNIT 10</b>	<b>Business Gossips in communication:</b> types of business gossips – grape vine communication – managing business gossips – prospects of business gossips.

### RECOMMENDED BOOKS

1. Business Communication Concepts Cases and Application – PD Chaturvedi & Mukesh Chaturvedi – Peason Education
2. Business Communication – Urmila Rai & S M Rai – Himalaya Publishing House
3. Lillian H Chaney, Jeanette S Martin – Intercultural Business Communication –PHI

4. Leo Jones, Richard Alexander, *New International Business English*, Cambridge University Press, Singapore, 2006
5. Victor – *International Business Communication* – PHI

#### **REFERENCE BOOKS**

1. John Mattock – *Cross Cultural Communication – Essential Guide to International Business* – Kogan Page
2. Herbert W Hilderbrandt – *Effective Business Communication*, MacGraw Hill, 7/e, 1997
3. Axel Satzger, Gina Poncini – *International Perspective on Business Communication: From Past Approaches to Future Trends*, Peter Lang Publications Inc., 2003

### **Presentation**

The primary goal of English Language & Presentation is to facilitate students communicating effectively using Standard Written English. The course will focus upon these composition fundamentals:

- Introduction to English grammar and sentence structures.
- Comprehending, Analyzing and responding to the writings of professionals and students in order to improve reading skills, writing skills, and critical thinking abilities.
- Developing short /long essays and reports around clear and specific thesis statements.
- Developing essays according to various rhetorical modes, with an emphasis on argumentation.
- Becoming familiar with the writing process: pre-writing, writing, revision
- Using rudimentary research and documentation methods when composing essays.



## Managerial Economics

<b>UNIT 1</b>	Microeconomics: introduction, nature and scope of Managerial/microeconomics, basic model of the firm and role of profits, Market structure-Meaning, Classification, and Characteristics of market; Perfect Competition, Monopoly, Monopolistic and Oligopoly
<b>UNIT 2</b>	Demand and Demand Function, law of demand, why does the demand curve slope downwards?, factors determining demand, elasticity of demand, Price elasticity, AR and MR curves.  The meaning of Supply, supply function, relationship between price & quantity supplied, law of supply, why does the supply curve slope upward?, elasticity of supply, factors determining elasticity of supply
<b>UNIT 3</b>	Market structures and price and output determination under – perfect competition, monopoly, monopolistic competition and under oligopoly. Non- price competition – advertising expenditure. Govt. policies towards monopoly and competition.
<b>UNIT 4</b>	A brief explanation of pricing practices and strategies, price discrimination, transfer pricing, Price war, Price rigidity (kinked demand curve), Price Leadership. Theory of Factor pricing: Marginal Productivity Theory, Theory of Rent Traditional and Modern approach).
<b>UNIT -5</b>	Macroeconomics: issue and concepts, origin, Keynesian and post Keynes, major issues in macroeconomics, inflation and price indices, balance of payment, current account and capital account, Introduction to macroeconomics aggregates (GNP, GDP, NNP, PI) and measurement of national income net value added method, income method and expenditure method.

### **Text Books**

1. Seth, M. L., *Principles of Economics*, Laxmi Narain Agarwal, Agra
2. Mithani, D. M., *Fundamentals of Economics*, Himalya Publishing House, Mumbai
3. Ahuja, H. L., *Business Economics*, S. Chand & Company, New Delhi

### **Reference books:**

1. Jhingal, M. L., *Principles of Economics*, Vikas Publishing House, New Delhi
2. Salvatore, Dominick, *Micro Economics*, Oxford University Press, New York
3. Mukherjee, Debes, *Business Economics Micro and Macro*, New Central Book Agency, Calcutta

## MASTER OF BUSINESS ADMINISTRATION (M.B.A.)-FINANCE

Sl. No.	Subject Code and Subject Name	Theory-T / Practical-P
	<b>YEAR-II</b>	
1)	303- Advanced Financial Accounting	T
2)	305- Business Law & International Business	T
3)	Specialization-Finance 1. Security Analysis & Portfolio Management 2. Mergers, Acquisitions and Corporate Restructuring 3. Management of Financial Services 4. International Financial Management 5. Indian Capital Market and Financial System 6. Risk Management and Insurance	
4)	Project Report (100 Marks)	P
5)	Comprehensive Viva Voce (100 Marks)	P

## Advanced Financial Accounting

<b>UNIT 1</b>	<p><b>Preparation of Accounts from Incomplete Records</b></p> <p><b>(Single Entry System):</b> Nature of Incomplete Records, Limitations of the Single Entry System, Ascertainment of Profit or Loss, Difference between Double Entry System and Single Entry System</p> <p>Financial Statement of Non Profit Making Entities-Receipt and Payment Account and Income and Expenditure Account and Balance Sheet, Accounts of Professional</p>
<b>UNIT 2</b>	<p><b>Project Planning, Financing, Appraisal &amp; Capital Budgeting:</b> Market &amp; Demand Analysis, Technical Analysis, Financial Estimates, Economic/Social cost Benefit analysis, Project Financing, Term loan negotiation and appraisal, capital budgeting, Discounted Cash –flow techniques, capital rationing, inflation and capital budgeting, Analysis of risk and uncertainty, risk evaluation approaches.</p>
<b>UNIT 3</b>	<p><b>Capital Market:</b> capital / securities market, functions and organization, framework of operation of primary/new issue market, capital market instruments, equity shares, preference shares, debentures/bonds/notes, innovative debt instruments/securities, Forward contracts, future contracts &amp; option contracts.</p>
<b>UNIT 4</b>	<p><b>Mutual funds and money Market:</b> Indian stock markets, securities contract regulation act, stock broking, custodial services, depository system, securities lending scheme, buy-back of securities.</p> <p>Mutual funds and regulations, SEBI mutual fund regulations, classification of schemes, money market organization, pre -1987 and post 1987 scenario.</p> <p>Portfolio management, return &amp; risk, portfolio diversification, CAPM, portfolio revision, performance evaluation, efficient market theory, arbitrage.</p>
<b>UNIT 5</b>	<p><b>Valuation and Corporate Restructuring:</b> conceptual framework of valuation, valuation techniques, determining the firm’s value, financial techniques in mergers, tax, legal and procedural aspects of amalgamation, mergers and demergers</p>

### Text Book:

1. M Y Khan, P K Jain *Management Accounting and Financial Analysis*, McGraw Hill Mukharjee, A., Hanif, M., *Modern Accountancy*, McGraw Hill, New Delhi, Vol. I.
2. Sehgal, Ashok and Sehgal, Deepak, *Fundamentals of Financial Accounting*, Taxmann Allied Services, New Delhi.

### Reference Books:

1. Tulsian, P. C., *Accountancy*, Tata McGraw-Hill, New Delhi
2. Ghosh, T. P., *Fundamentals of Accounting*, Sultan Chand & Sons, New Delhi.

**Note:** The candidate shall be permitted to use battery operated pocket calculator with 12 or less digits, 6 functions and 2 memories. It should be noiseless & cordless.

## Business Law & International Business

<b>UNIT 1</b>	<b>International Business:</b> Introduction—Meaning of I. B., International Business Vs. International Trade, Domestic Vs. I. B., Scope of I. B., Role of I. B. Driving forces of I. B., Forces restricting I. B., Importance of studying I. B., Problems of I. B, Theories of Global trade and Investments, absolute advantage vs. comparative advantage, product lifecycle theory, FDI and India's experience.
<b>UNIT 2</b>	<b>Political &amp; Technological Environment:</b> Importance of political Environment for I. B. The Political Systems: Democracy-Basic Principles, Authoritarianism-Theocracy, Monarchy, Dictatorship. Major Political objective-Political Sovereignty.  Legal environment, systems of law, international dispute resolution, areas of concern for MNCs.  Technological environment, features and impact, implications for MNCs
<b>UNIT 3</b>	<b>The Global Economic Environment:</b> The Global Economy. Bases of Economic. Economic system-Market Allocation, Command Allocation,  Mixed Allocation. Indicators of Economics- Balance of payment, Exchange rate, Foreign Investment. Classification of countries, trade policies, international institutions, treaties and conventions. financial Institutions in I. B: IBRD, ADB, IMF SAARC
<b>UNIT 4</b>	<b>Cultural environment:</b> Definition of culture components of culture, (Language, religion, values, attitudes, customs, Education, family, Material culture Aesthetics), Subculture and their types, implications for international business, culture-strategy compatibility, models to aid international managers, value orientations model and Hofstede's model of national culture.
<b>UNIT 5</b>	<b>World Trade Organization:</b> origin, objectives, functions, GATT and GATS, WTO Structure, principles, key subjects in WTO, Disputes settlement, Doha round, Implications for India, India's commitments to WTO.

### Essential Reading:

1. Thakur and Mishra, *International Business*.
2. J. M. Diwan and K. N. Sudarshan, *International Business Management*.

### Reference books:

1. R. D. Robinson, *International Business Management a guide to decision making*
2. Ramu Shiva, *International Business*
3. R. L. Varshney, B. Bhattacharyya, *International Marketing Management An Indian perspective*, Sultan Chand & Sons, New Delhi

## Financial Management

### Security Analysis & Portfolio Management

<b>UNIT 1</b> <b>(07 Hrs)</b>	<b>Introduction: Concepts</b> of investment- Financial and non-financial forms of investment –Objectives of financial investment, investment methods – Security and non-security forms of investment – Sources of investment information- Investment Instruments
<b>UNIT 2</b> <b>(06 Hrs)</b>	<b>Financial markets</b> – primary and secondary markets – major players and instruments in secondary market - Functioning of stock exchanges, trading and settlement procedures at NSE & BSE. Stock markets guidelines on primary & secondary markets
<b>UNIT 3</b> <b>(07 Hrs)</b>	<b>Valuation of securities</b> – bond and fixed income instruments valuation -bond pricing theorems, duration of bond and immunization of interest risk, term structure of interest rate, determination of yield curves, valuation of equity and preference shares (Dividend Capitalisation & CAPM).
<b>UNIT 4</b> <b>(07 Hrs)</b>	<b>Analysis of risk &amp; return</b> , concept of total risk, factors contributing to total risk, systematic and unsystematic risk, default risk, interest rate risk, market risk, management risk, purchasing power risk. Risk & risk aversion. Capital allocation between risky & risk free assets-Utility analysis
<b>UNIT -5</b> <b>(04 Hrs)</b>	<b>Fundamental &amp; Technical Analysis of equity stock.</b> Concept of intrinsic value. Objectives and beliefs of fundamental analysts. Economy-Industry-Company Framework, Economic analysis and forecasting. Theory of Technical analysis, points and figures chart, bar chart, contrary opinions theory, confidence index RSA, RSI, Moving average analysis, Japanese Candlesticks.  <b>Portfolio performance evaluation</b> – Sharp & Treynor & Jensen’s measure. Portfolio revision – Active and passive strategies & formula plans in portfolio revision. Mutual Funds- types, performance evaluation of mutual funds, functions of Asset Management Companies.
<b>UNIT-6</b> <b>(05 Hours)</b>	<b>Behaviour of stock market prices</b> – The market mechanism, testable hypothesis about market efficiency, implications of efficiency market hypothesis for security analysis and portfolio management. Asset pricing theories, CAPM & Arbitrage pricing theories.  <b>Modern portfolio theory</b> – Asset allocation decision. Dominant & Efficient portfolio – Simple diversification, Markowitz diversification model, selecting an optimal portfolio – Sharpe single index model. Determination of corner portfolio. Process of portfolio Management – International Diversification.

## **RECOMMENDED BOOKS**

1. Investment Analysis and Portfolio management – Prasanna Chandra – TMH - 2<sup>nd</sup> Edition, 2005
2. Investments – Zvi Bodie, & Mohanty – TMH – 6<sup>th</sup> Edition, 2005
3. Investment Management – VK Bhalla ( S. Chand & Co)

## **REFERENCE BOOKS**

1. Investment Analysis & Portfolio Management – Reilly – 8/e – Thomson / Cengage Learning.
2. Security Analysis & Portfolio Management – Fisher and Jordan, 6/e Pearson
3. Investment science – David G. Luenberger. Oxford.
4. Alexander, Sharpe, Bailey – Fundamentals of Investment – Pearson / PHI, 3/e, 2001
5. Portfolio Management – Barua, Verma and Raghunathan (TMH), 1/e, 2003
6. Portfolio Management –S. Kevin – Prentice Hall India. 54
7. Reilly & Brown – Investment Analysis & Portfolio Mgmt. – Thomson Learning, 7/e, 2004
8. Ranganathan & Madhumathi – Investment Analysis & Portfolio Mgmt. – Pearson
9. V A Avadhani – Securities Analysis & Portfolio Mgmt. – HPH
10. Punithavathy Pandian – Security Analysis & Portfolio Mgmt. – Vikas, 2/e, 2005
11. Practical Investment Arrangement – Strong – Thomson / Cengage Learning 3/e

**Financial Management**  
**Mergers, Acquisitions and Corporate Restructuring**

<b>UNIT 1</b> <b>( 07 Hrs)</b>	<b>Mergers- in the nature of acquisitions</b> and amalgamations. types of merger – motives behind mergers – theories of mergers – operating, financial and managerial synergy of mergers – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M & A activities
<b>UNIT 2</b> <b>(06 Hrs)</b>	<b>M &amp; A</b> – A strategic perspective- industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A- SWOT analysis, BCG matrix, Porter’s Five forces model
<b>UNIT 3</b> <b>(07 Hrs)</b>	<b>Corporate restructuring</b> – different methods of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnerships – employee stock ownership plans (ESOP)
<b>UNIT 4</b> <b>(07 Hrs)</b>	<b>Merger Process:</b> Dynamics of M&A process- identification of targets- negotiation-closing the deal. Five-stage model – due diligence (detailed discussion). Process of merger integration – organizational and human aspects – managerial challenges of M & A
<b>UNIT -5</b> <b>( 04 Hrs)</b>	<b>Valuation</b> – valuation approaches – discounted cash flow valuation – relative valuation – valuing operating and financial synergy – valuing corporate control – valuing of LBO Methods of financing mergers – cash offer, share exchange ratio – mergers as a capital budgeting decision Accounting for amalgamation – pooling of interest method, purchase method – procedure laid down under Indian companies act of 1956 Takeovers, types, hostile takeover approaches, Take over defenses – financial defensive measures – Coercive offers and defense – anti-takeover amendments – poison pill defense
<b>UNIT-6</b> <b>(05 Hours)</b>	<b>Legal and regulatory frame work of M &amp; A</b> – provisions of company’s act 1956, Indian Income Tax act 1961 – SEBI takes over code, Provisions of Competition Act.

**RECOMMENDED BOOKS:**

1. Fred Weston, Kwang S Chung, Susan E Hoag – Mergers, Restructuring And Corporate Control – Pearson Education, 4/e
2. Mergers acquisitions and Business valuation – Ravindhar Vadapalli – Excel books, 1/e 2007  
Ashwath Damodaran – Corporate Finance-Theory And Practice – John Wiley & Sons  
Shukla & Grewal- Advanced Accounts Vol 2 – S. Chand & Sons,  
Recommended book for

module-6

3. Company Law & Practice – Taxmann – Recommended book for module-8  
Students Guides to I. T. Act 1969



**Financial Management**  
**Management of Financial Services**

<b>UNIT 1</b>	Concept of financial services, financial services and GDP, reforms in financial sector, recent issues and challenges in financial services in India.
<b>UNIT 2</b>	<b>Indian financial system:</b> an overview of Indian financial institutions, types of financial services – fund and fee based. Risk in financial services and changing perception of intermediaries regarding financial services.  Management and marketing of insurance (life and non-life) and banking services and products – concept, competition, branding, comparison and assessment of different products and services.
<b>UNIT 3</b>	<b>Regulatory framework</b> for insurance and banking sector services in India. Assessment of strategies. Analysis of enterprise – concept of valuation EVA, MVA, enterprise value. Analysis of corporate financial models
<b>UNIT 4</b>	<b>Mutual funds</b> , credit rating, housing finance, micro credit, custodian services, bills discounting, <b>Venture capital:</b> issues and challenges. <b>Secondary Market System and Regulations in India.</b> Stock exchanges in India: History and Development and importance.
<b>UNIT -5</b>	<b>Financial Instruments:</b> REPO, TBs, Equities, Bonds, Derivatives etc. Characteristics of Financial Instruments: Liquidity, Maturity, Safety & Yield.  Listing of scripts. On-line trading. Depositories: Growth, development, regulation, mechanism. OTC Exchange. Stock exchange mechanism: trading, settlement, risk management, investor grievances.
<b>UNIT-6</b>	<b>SEBI guidelines</b> -Takeovers and Mergers-main highlights.

**RECOMMENDED BOOKS:**

1. L M Bhole- Financial Institutions & Market- TMH
2. M. Y. Khan & P. K. Jain – Financial Management, (TMH), 4/e, 2004
3. I. M. Pandey – Financial Management (Vikas), 9/e, 2005
4. Kohn- Financial Institutions & Market-TMH

**REFERENCE BOOKS:**

1. Brigham & Ehrhardt, Financial Management – Theory & Practice, Thomson

**Financial Management**  
**International Financial Management**

<b>UNIT 1</b>	<b>International financial Environment-</b> The Importance, rewards & risk of international finance- Goals of MNC- International Business methods – Exposure to international risk- International Monetary system- Multilateral financial institution-Government influence on exchange rate.
<b>UNIT 2</b>	<b>International flow of funds:-</b> Balance of payments(determination of current account, capital account & ORA)-International Trade flows-International Capital Flows-Agencies that facilitate International flows – Equilibrium, disequilibrium & adjustment of Balance of payment & Trade deficits.
<b>UNIT 3</b>	<b>International Financial Markets:-</b> Foreign exchange markets-foreign exchange trading- Cash & Spot exchange markets-foreign exchange rates & quotation- forward markets-Exchange rate Behavior-Cross Rates-Foreign exchange market participants-arbitrage profit in foreign exchange markets, Swift Mechanism.
<b>UNIT 4</b>	<b>Forecasting foreign Exchange rate:-</b> Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate- forecasting exchange rates international parity relationship: interest rate parity, purchasing power parity & fisher effects.
<b>UNIT 5</b>	<b>Foreign Exchange exposure:-</b> Management of Transaction exposure- Management of Translation exposure- Management of Economic exposure- Management of political Exposure- Management of Interest rate exposure.  Foreign exchange risk Management: Hedging against foreign exchange exposure – Forward market- Futures Market- options Market- Currency Swaps-Interest rate Swap- Cross currency Swaps
<b>UNIT 6</b>	<b>International Capital Budgeting:</b> Concept, Problems associated, Evaluation of a project, Factors affecting, Risk Evaluation, Impact on Value.  Long term Asset & Liability management:- Foreign Direct investment – Foreign portfolio investment- International Financial instruments: International Bond & Equity market.  <b>Short term Assets &amp; liabilities management:-</b> Working Capital Policy- Cash management – Receivable Management- Inventory Management- Short term Financing decision – international Banking and money market.

**RECOMMENDED BOOKS:**

1. Eun & Resnick – International Finance Management - (Tata McGraw Hill)
2. Jeff Madura International Finance Management - (Thomson), 7/e, 2004

**Reference:**

1. P G Apte – International Finance-A Business Perspective – TMH, 1/e
2. V K Bhalla– International Finance Management -(Anmol)

**Financial Management**  
**Indian Capital Market and Financial System**

<b>UNIT 1</b>	Indian financial system – Structure and constituents of Indian financial System. Financial institutions – Financial markets – Financial Instruments and Services - Financial System and economic development.
<b>UNIT 2</b>	Industrial Securities Market – Organization and Structure of Stock exchanges, Membership – Listing, Trading and Settlement - ordinary Shares, preference shares and Bonds.
<b>UNIT 3</b>	New issue Market – Issue Mechanism – IPO, Rights issue, private placement – processes of Book – Building – Issue of Bonus Shares – Stock Options - functions of new issue market - Overview of Bond market in India
<b>UNIT 4</b>	Merchant Bankers and new issue market, Lead managers, underwriters, Bankers to an issue – Registrars and Share Transfer Agents _ Brokers to the issue – Debenture Trustees Their role and functions in new issue Market - SEBI Guidelines.
<b>UNIT 5</b>	Market for Futures, Options and other financial derivatives – Swaps _ Warrants and Convertibles. Recent trends in derivative markets in India.

**Books:**

- M.Y.Khan: Indian Financial System, Fifth edition, Tata McGraw Hill.
- L.M.Bhole: Financial Institutions and Markets, Fourth edition, Tata McGraw Hill
- P.N.Varshney, D.K. Mittal: Indian Financial System, Fifth edition, Sultan Chand and sons.
- H.R.Machiraju: Indian Financial System, Vikas Publishing House.

**Financial Management**  
**Risk Management and Insurance**

<b>UNIT 1</b>	Introduction to risk management: The Concept of Risk – Risk Vs. Uncertainty – types of Risks : Market Risk, Credit Risk, Operational Risk , interest risk, business risk , systematic risk – Classifying pure risks – methods of handling pure risks – risk management process – Risk financing techniques – Risk management objectives – Risk Management Information Systems (RMIS) – Risk Control
<b>UNIT 2</b>	Risk Management by Individuals: Factors effecting individual demands for insurance - Risk Management by Corporations: Corporate Risk management Process – Types of Risk managing firms.
<b>UNIT 3</b>	Growth & Development of Indian Insurance Industry - Regulations of Insurance Business and The Emerging Scenario - Introduction to Life & General Insurance - Life Insurance: Features of Life Insurance - Essentials of Life Insurance Contract - Kinds of Insurance Policies - Premium determination - Life Policy Conditions
<b>UNIT 4</b>	Fire Insurance: Fire Insurance Contracts – Fire Insurance Coverage — Policies For stocks — Rate Fixation in Fire Insurance – Settlement of Claims. Marine Insurance: Marine Insurance Contract — Types of Marine Insurance— Marine Cargo Losses and Frauds–Settlement of claims.
<b>UNIT 5</b>	Miscellaneous Insurance: Motor Insurance – Employer’s Liability Insurance – Personal Accident and sickness Insurance – Aviation Insurance – Burglary Insurance – Fidelity Guarantee Insurance – Engineering Insurance – Cattle Insurance – Crop Insurance.

**BOOKS:**

1. DR. P.K.GUPTA: Insurance and Risk Management, 1st edition, Himalaya Publishing House.

2. DR. P.K.GUPTA: Fundamentals of Insurance, 1st edition, Himalaya Publishing House.
3. C.Gopala Krishnan: Insurance Principles & Practice, Sterling Publishers Pvt. Ltd.,New Delhi.
4. George G. R. Lucas, Ralph H.Wherry : INSURANCE, Principles and Coverages, U.S.A.
5. Prof. K.S. N.Murthy ad K.V.S. Sarma: Modern Law of Insurance In India, N.M.Tripathi Pvt. Ltd.,  
Bombay.
6. P.S.Palande, R.S. Shah, M.L.Lunawat: Insurance in India, Sage Publications, New Delhi.

**NIMS UNIVERSITY: JAIPUR**  
**DIRECTORATE OF DISTANCE EDUCATION**

**MBA (FINANCE)**

**QUESTION PAPER PATTERN**

**Time: 3 Hours**

**Max Marks: 100**

**Answer any five questions**

**(5 X 20 = 100 Marks)**

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

8.

9.

10.

-----