

3rd Semester MBA Finance Electives

Strategic Cost Management			
Course Code	22MBAFM303	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning objectives: <ul style="list-style-type: none"> To understand various concepts and terminologies used in cost management. To explain and critically evaluate various costing methods and techniques such as marginal costing, budgetary control, standard costing, activity based costing etc. To apply and analyse various costing methods and techniques mentioned above. 			
Module-1 (8 Hours)			
Introduction to Cost Management- Cost Accounting to Cost Management- Elements of costs- Classification of costs-Methods of costing-Cost Management Tools- A Strategic View to Cost Management- Preparation of a cost sheet. (Problems on cost sheet).			
Module-2 (8 Hours)			
Overheads: Classification and Collection, Difference between Cost Allocation and Cost Apportionment, (Full-fledged Problems on Primary and secondary distribution, Simultaneous equations, Absorption of Overhead, Theory on Under and Over absorption of Overhead). Demerits of Traditional Costing, Activity Based Costing, Cost Drivers, Cost Analysis Under ABC (Unit level, Batch Level and Product Sustaining Activities), Benefits and weaknesses of ABC. (Theory & Problems).			
Module-3 (9 Hours)			
Marginal Costing – Nature and Scope- Applications-Break even charts and Point, Decision-making (all types with full problems) Differential Cost Analysis, Advantages and Disadvantages of Marginal Costing Process Costing: introduction to Process Costing, Cost accumulation in process costing (Problems).			
Module-4 (9 Hours)			
Budgetary Control- Objectives of Budgetary control, Functional Budgets, Master Budgets, Key Factor Problems on Production Budgets and Flexible Budgets. Standard Costing:- Comparison with Budgetary control, analysis of Variances, Simple Problems on Material and Labour variances only (Problems).			
Module-5 (9 Hours)			
Cost Audit& Reporting to Management -objectives and advantages of Cost Audit, Cost Audit report. Management Audit- Objectives and Scope. Reporting to Management – Purpose of reporting- Requisites of a good report, Classifications of Report, Segment reporting, Cost Reduction and Cost Control, Target Costing – its Principles, Balanced Scorecard: Features and Purpose (theory only).			

Module-6 (7 Hours)

Responsibility Centers: Revenue and Expense Centers Responsibility Centers, Revenue Centers. Transfer Pricing – Meaning, Principles of Transfer Pricing, Methods of Transfer of Pricing expense Centers, Administrative Centers. Cost Management for Specific Sectors – Gold, Agriculture, IT sector, Pharma and others (theory only).

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full question from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 40 percent theory and 60 percent problems in the SEE.

Suggested Learning Resources:**Books**

1. Cost Accounting (2e) by M.Y. Khan and P.K. Jain (2017). McGraw Hill Education.
2. Management Control Systems (4e) by Kenneth Merchant and Wim Van Der Stede. Pearson Education (2019).
3. A Text book of Cost and Management Accounting: Arora M. N, 11th Edition, Vikas.
4. Managerial Accounting: James Jiambalvo, 4th Edition, Wiley India Pvt. Ltd.
5. Cost Accounting: Jawaharlal & Seema Srivastava, 4th Edition, TMH

Web links and Video Lectures (e-Resources):

- <https://journal.ump.edu.my/ijim/article/view/5983/1166>
- <http://indianresearchjournals.com/pdf/APJMMR/2013/April/7.pdf>
- <https://www.youtube.com/watch?v=fWPPfUiPdHA>
- <https://www.coursera.org/lecture/construction-cost-estimating/introduction-to-cost-estimating-and-cost-control-xXOyj>
- https://www.icsi.edu/WebModules/Publications/FULL_BOOK_PP-CMA-2017-JULY_4.pdf
- <https://www.pdfdrive.com/cost-management-e20763553.html>
- https://www.academia.edu/31736202/Cost_Management_Accounting_and_Control

Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- The student can choose any product and get details about the actual cost of material, wages and other cost and prepare a cost statement.
- Standard cost of each component has to be obtained and compared with actual cost to find the variance and reasons for variance to assess efficiency of purchase, operations and production.
- Prepare a comparative chart to understand and depict the budgetary control mechanisms in Private and Public Sector enterprises.
- Visit to a NGO and find out the various cost heads and how they do differ from profit making business organizations.
- Conduct an in-house workshop on Transfer pricing for Manufacturing Sector (Analyze how value addition takes place at every stage of the production).

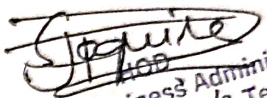
Course outcome

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Understand the goals and strategies of business units.	L2
CO2	Determine standard costing and variance analysis cost control in Business decision making,	L5
CO3	Applications of Management accounting and control systems in Corporate.	L3
CO4	Critically evaluate all traditional and non-traditional costing methods such as absorption costing; marginal costing and activity based costing.	L5

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3


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SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT			
Course Code	22MBAFM304	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning objectives: <ul style="list-style-type: none"> To acquaint students with fundamental concepts of capital market and its instruments. To understand techniques to evaluate and analyze risk and return characteristics of securities such as individual stocks, mutual funds etc. To provide basic knowledge of the theories and practices of modern portfolio choice and investment decision 			
Module-1 (6 Hours)			
Introduction to Investment: Investment Avenues, Attributes, Investor V/s speculator, Features of a good Investment, Investment Process. Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives. Securities Market: Trading & Settlement Procedure, Stock Market Indicators- Indices of Indian Stock Exchanges (only Theory).			
Module-2 (9 Hours)			
Return and Risk Concepts: Concept of Risk, Causes of Risk, Types of Risk- Systematic risk- Market Price Risk, Interest Rate Risk, Purchasing Power Risk, Unsystematic Risk- Business risk, Financial Risk, Insolvency Risk, Risk-Return Relationship, Concept of diversifiable risk and non-diversifiable risk. Calculation of Return and Risk of Individual Security & Portfolio (Theory & Problems).			
Module-3 (9 Hours)			
Valuation of Securities: Bond – Meaning, features, types, determinants of interest rates, Bond Valuation, Bond Duration, Bond Management Strategies. Preference Shares- Concept, Valuation. Equity Shares- Concept, Valuation, Dividend Valuation Models, P/E Ratio valuation model. (Theory & Problems).			
Module-4 (8 Hours)			
Fundamental & Technical Analysis: Macro-Economic and Industry Analysis: Fundamental analysis-EIC Frame Work, Economy Analysis, Industry Analysis, Company Analysis- Financial Statement Analysis. Market Efficiency: Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency. Technical Analysis – Concept, Theories- Dow Theory, Eliot Wave theory. Charts-Types, Trends and Trend Reversal Patterns. Mathematical Indicators –Moving Average Convergence-Divergence, Relative Strength Index (Theory only).			
Module-5 (9 Hours)			
Modern Portfolio Theory: Markowitz Model- Diversification, Portfolio Return, Portfolio Risk, Efficient Frontier. Sharpe's Single Index Model, Capital Asset Pricing Model: Assumptions, CAPM Equation, Capital Market Line, Security Market Line, CML V/s SML. Sharpe's Optimum Portfolio Construction. (Theory & Problems).			

Module-6 (9 Hours)

Portfolio Management Strategies and Performance Evaluation: Portfolio Management Strategies: Active and Passive Portfolio Management strategy. Portfolio Revision: Portfolio Revision Strategies – Objectives, Performance plans. Mutual Funds: Concept of Mutual Funds, Participants in Mutual Funds, Advantages of Investment in Mutual Fund, Measure of Mutual Fund Performance. Portfolio performance Evaluation: Measures of portfolio performance (Theory & Problems).

Assessment Details (both CIE and SEE)

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Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full question from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 40 percent theory and 60 percent problems in the SEE.

Suggested Learning Resources:**Books**

1. Investment Analysis and Portfolio management, Prasanna Chandra, Tata McGraw Hill, 3/e, 2010.
2. Security Analysis & Portfolio Management, S Kevin, Tata McGraw Hill, 2014.
3. Security Analysis & Portfolio Management, Punithavathy Pandian, Vikas Publications, 2/e, 2018.
4. Security Analysis & Portfolio Management – Fisher and Jordan, 6/e Pearson, PHI.
5. Investments –Zvi Bodie, Kane, Marcus & Mohanty, TMH, 8th Edition, 2010.
6. Investment management (Security Analysis and & Portfolio Management), Bhalla V.K., Vikas Publications, 19/e, 2018.

Web links and Video Lectures (e-Resources):

- <https://www.digimat.in/nptel/courses/video/110105035/L01.html>
- <https://www.youtube.com/watch?v=Fv63XWOIERM>
- <https://www.youtube.com/watch?v=NIjucusocFw>
- <https://www.digimat.in/nptel/courses/video/110105035/L02.html>
- <https://www.pdfdrive.com/investment-management-e1833037.html>
- <https://www.youtube.com/watch?v=5QuK8L1g2r4>

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Skill Development Activities Suggested

- Each student will be given a virtual cash of Rs.10 Lakhs and they will be asked to invest in equity shares based on fundamental analysis throughout the semester. At the end the best investment will be awarded based on the final net worth. Virtual on line trading account can be opened for the student and every week 2 hours can be allotted to invest, monitor and evaluate.
- Students should study the stock market pages from business press and calculate the risk and return of selected companies.
- Students can do a macro economy using GDP growth.
- Students' are expected to do Industry analysis for specific sectors.
- Students can do Company analysis for select companies using profitability and liquidity ratios.
- Practice technical analysis using Japanese candle sticks.

Course outcome

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Understand the capital market and various Instruments for Investment.	L2
CO2	Assess the risk and return associated with investments and methods to value securities.	L5
CO3	Analyze the Economy, Industry and Company framework for Investment.	L4
CO4	Learn the theories of Portfolio management and also the tools and techniques for efficient portfolio management.	L5

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3



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ADVANCED FINANCIAL MANAGEMENT			
Course Code	22MBAFM305	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning objectives: <ul style="list-style-type: none"> To understand the concept capital structure and capital structure theories. To assess the dividend policy of the firm. To be aware of the management of working capital and it's financing. To understand the techniques of managing different components of working capital. To evaluate the impact of financial decisions on the strategic direction of the organisation To Identify and evaluate the exposure of a company to financial risk and the techniques required to manage this risk To Evaluate complex investment appraisal situations and appreciate the importance of the cost of capital to the organisation and how the capital structure chosen will impact upon this To Analyse the key strategic financial issues that must be considered in an acquisition or merger, including valuation of the target company 			
Module-1 (9 Hours)			
Capital Structure Decisions: Capital structure & market value of a firm, Factors determining capital structure, Credit agency ratings-debt ratio-debt to equity ratio-long term debt to capitalization ratio. Theories of capital structure: Net Income approach, Net Operating Income approach, Modigliani Miller approach, Traditional approach. (Theory only).			
Module-2 (9 Hours)			
Dividend Policy: Dividend policy, Theories of dividend policy: Theory of irrelevance, Bird- in –the-hand theory & Tax preference theory, Walter's & Gordon's model, Modigliani & Miller approach. Dividend policies, stable dividend, stable payout and growth. Bonus shares and stock split -corporate dividend behaviour. (Theory and Problems).			
Module-3 (9 Hours)			
Working Capital Management Policy: Management of Working capital, Types of working capital, Determination and estimation of working capital needs, Level of current assets, Sources for financing working capital- Bank finance for working capital. (No problems on estimation of working capital). Working capital financing: Short term financing of working capital- long term financing of working capital. Working capital leverage concepts. (Theory)			
Module-4 (7 Hours)			

<p>Inventory Management: Purpose and functions of inventories -Types of inventory (Raw-materials, work-in-progress (WIP), finished goods & Maintenance, Repairs and Operations (MRO). Determination of inventory control levels: ordering, reordering, danger level. Techniques of inventory management- Economic Order Quantity (EOQ model). Pricing of raw material - Monitoring and control of inventories- ABC Analysis. (Theory and problems)</p>
<p>Module-5 (7 Hours)</p>
<p>Receivables Management & Factoring: Nature and objectives of Receivables Management – Credit management through credit policy variables- marginal analysis- Credit evaluation of individual accounts and its monitoring receivables - Numerical credit scoring- Control of accounts receivables- Problems on credit granting decision.(Theory and Problems)</p> <p>Factoring: Meaning, definition, types & its benefits (Theory only)</p>
<p>Module-6 (9 Hours)</p>
<p>Cash Management: Presentation: Facets of Cash Management, Motive for holding cash, Managing cash collection and disbursement-investing surplus, cash in marketable securities, Forecasting cash flows, Cash budgets-long-term cash forecasting, optimal cash balances, Baumol model-Miller-Orr model-Strategies for managing surplus fund. (Theory and Problems)</p> <p>Recent Developments in Advanced Financial Management-Crypto currency, Block chain technology, Cloud funding, Digitization of financial transactions-Big data project finance, Behavioural finance-Derivative markets in developing countries. (Theory only)</p>

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- 40 percent theory and 60 percent problem in SEE.

Suggested Learning Resources:**Books**

1. Financial Management: Text, Problems & Cases M.Y. Khan & P.K. Jain, Tata McGraw Hill, 7/e, 2017.
2. Financial Management: Theory and Practice, Prasanna Chandra Tata McGraw Hill, 10/e, 2019.
3. Advanced Financial Management, Binoy Mathew & G. Nagarajan, Jayvee Digital Publishing, 2/e, 2022.
4. Financial Management, Prasanna Chandra, Tata McGraw Hill, New Delhi.
5. Financial Management and Policy: Text and Cases, Bhalla. V. K. (2009). 9th Edition, Anmol Publications Pvt. Ltd.
6. Corporate Finance, Vishwanath S R, Sage Publications, 3/e. 2019.
7. Financial Management & Policy, James C Vanhorne, Sanjay Dhamija, Pearson, 12/e.
8. Financial Management, Pandey, I.M., Vikas Publishing House, New Delhi.
9. Financial Management, Sheeba Kapil, Pearson Education, New Delhi.
10. Fundamentals of Financial Management, Chandrabose, PHI, New Delhi.
11. Financial Management, Kulakarni. P.V., Himalaya Publishing House Co. Ltd, Mumbai.

Web links and Video Lectures (e-Resources):

- <https://www.pdfdrive.com/advance-financial-management-e33606254.html>
- <https://www.smartworld.com/notes/advanced-financial-management-notes-pdf-afm/>
- https://www.academia.edu/33769964/Advanced_Financial_Management_Class_Notes
- <https://5y1.org/document/advanced-financial-management-pdf.html>
- <https://www.youtube.com/watch?v=BKbXjfhLf0w>
- <https://opentuition.com/acca/afm/>
- https://www.youtube.com/watch?v=CCQwz_Gwo6o
- <http://mappingyourfuture.org/money>
- <http://www.mymoney.gov/>
- <http://www.vertex42.com/Calculators/debt-reduction-calculator.html>.
- <http://www.nfcc.org/>
- Beckett-Camarata, J. (2020), "References", *Public-Private Partnerships, Capital Infrastructure Project Investments and Infrastructure Finance*, Emerald Publishing Limited, Bingley, pp. 225-241. <https://doi.org/10.1108/978-1-83909-654-920201018>
- <http://mappingyourfuture.org/money>;
- <http://www.mymoney.gov/>
- <http://www.vertex42.com/Calculators/debt-reduction-calculator.html>;
- <http://www.nfcc.org/>
- www.ft.com - Financial Times
- www.wsj.com - The Wall Street Journal Online
- www.investmentinternational.com - Investment International

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Skill Development Activities Suggested

- Study the working capital financing provided by a Bank and submit the report on the same.
- Study the annual report of any two companies and prepare a cash budget for next year.
- Study dividend policy of companies and its impact on shareholders' wealth.
- Study implications of bonus issues/stock splits of companies.
- To be able to utilise this growing demand, one needs good skills. One way to keep your financial management skills sharp and current is to gain experience and continuously handle new work but this will usually take a longer time to accomplish.
- Analysis of the performance of an organisation
- Understand the key ratios (profitability, liquidity, efficiency, gearing and investor) which are used in the evaluation of a company's performance & Interpret the results and make recommendations for improvement

Module Learning Environment

The module will be taught in a traditional classroom setting for lectures and tutorials. At commencement of the course learners are provided with a detailed course manual and a learner handbook, incorporating the module descriptor, learning outcomes and assignment briefs.

Module Teaching and Learning Strategy

The module is delivered by means of formal and participative lectures supported by the use of case studies, reflecting the importance of finance in practical situations. Tutorials are also used to discuss financial management topics in greater depth and past examination papers with suggested solutions are introduced. Learners are expected to undertake significant reading and preparation before classes.

Module Assessment Strategy

Class work and directed assignments are allocated on a regular basis. Learners are required to complete the necessary assignments throughout the module. Learners are advised how to approach the assignments both in terms of the research and the presentation involved. Assignments account for 20% of the module marks. The remaining 80% is reserved for a closed book examination on module completion.


Course outcome

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Demonstrate the applicability of the concept of Financial Management to understand the managerial Decisions and Corporate Capital Structure	L1
CO2	Apply the Leverage and EBIT EPS Analysis associate with Financial Data in the corporate& Analyse the complexities associated with management of cost of funds in the capital Structure	L3
CO3	Demonstrate how the concepts of financial management and investment, financing and dividend policy decisions could integrate while identification and resolution of problems	L2
CO4	Be aware of the techniques of cash, inventory and receivables management	L4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3


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Banking & Services Operations			
Course Code	20MBAFM306	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning objectives: <ul style="list-style-type: none"> To understand the Structure and functions of Public sector Banks and Commercial Banking in India. To learn the functions of various Financial Services in India. To understand role of Banking and Financial Services in Business organizations To know the functioning of NBFC 's in India 			
Module-1 (8 Hours)			
1Banking System and Structure in India: Types of banks –Public Sector, Regional Banks, Credit creation and Deployment of Funds. Role of Reserve Bank and GOI as regulator of banking system, Banking sector reforms, Provisions of Banking Regulation Act & Reserve Bank of India Act, Quantitative and Qualitative Measures of Credit Control, Recent trends in Banking- Banking Technology, Neo banking, Payment banking, Fintech, Crypto currency, Bank Performance analysis and Future of Banking. (Theory)			
Module-2 (8 Hours)			
Commercial Banking: Structure, Functions - Primary & Secondary functions, Services rendered. Concept of Universal Banking, Analysis of Banks' Financial statements, Financial statement of Banks, Comparison of bank ratios of Public sector banks, Private sector and Foreign banks operating in India. (Theory)			
Module-3 (8 Hours)			
Merchant Banking: Categories, Services offered, Issue management – Pre and Post issue management, Issue pricing, Preparation of Prospectus, Underwriting, Private Placement, Book Building Vs. Fixed price issues. (Theory)			
Module-4 (10 Hours)			
NBFCs; Micro-finance; Leasing & Hire Purchase Banking: NBFCs: An Overview -Types of NBFCs in India- Growth, Functions and Regulatory framework. (Theory) Micro-finance: The paradigm-NGOs and SHGs-Microfinance delivery mechanisms, Models Services, Challenges. -Future of Micro finance(Theory) Leasing & Hire Purchase: Nature and scope of leasing, Types of leasing, Problems in Evaluation of Leasing. Nature and forms of Hire purchase agreements, Problems in Evaluation of Hire Purchase. (Theory and Problems)			
Module-5 (8 Hours)			

Credit Rating; Venture Capital; Depository System, Securitization of Debt:

Credit Rating: Meaning, Process, Methodology, Agencies And Symbol

Venture Capital: Concept, features, Process ,Stages. Private equity- Investment banking perspectives in private equity. Performance of Venture Capital Funded Companies In India.(Theory)

Depository System: Objectives of Depository System, Activities, NSDL& CDSL. Process of Clearing and Settlement.

Securitization of Debt: Meaning, process, Types, Benefits. (Theory)

Module-6 (8 Hours)

Mutual Funds -Meaning, Structure, Functions, Participants, Types of Funds, Types of Schemes, Performance of Mutual Funds, Factors contributing for the growth of mutual funds in India, Marketing of mutual funds. (Theory)

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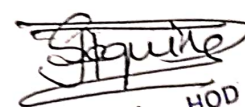
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- 80 percent theory and 20 percent problem in SEE.

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1		2			3			
CO2	1	3		2					
CO3		1	3		3				
CO4	1	3				3			



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