



Guru Gobind Singh
Indraprastha University

UNIVERSITY SCHOOL OF MANAGEMENT STUDIES
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY
DWARKA, SECTOR 16-C, DELHI 110078

Ref: GGSIPU/USMS/Ph.D/BOS/2020-21/

Date: 12th October 2021

MINUTES OF THE MEETING

A meeting of Board of Studies of the School was held on 12th October 2021 at 4.00 pm in the online mode (ggsipu.webex.com).

The following members attended the meeting.

1. Prof Anil Kumar Saini (Chairperson)
2. Prof Neena Sinha (Member)
3. Prof Uditaneja (Member)
4. Prof Meenakshi Handa (Member)
5. Prof Vijita S Aggarwal (Member)
6. Prof Puja Khatri (Member)
7. Prof. Sanjay Dhingra (Member)
8. Dr/ Gagandeep Sharma
9. Mr Amit Sharma (Member)
10. Ms Bharti (Member)
11. Dr N Malati (Member)
12. Dr Shamsheer Singh (Member)
13. Dr C Jayakumar (Member)
14. Mr Amit Gupta (Member)

The following members could not attend the meeting:

1. Prof Shalini Garg (Member) – On CC leave
2. Dr D P Goyal (Member)
3. Dr Kavita Singh (Member)
4. Mr. Sukhjit S Pasricha (Member)

The following agenda was transacted and decisions taken.

Item-1: Confirmation of the minutes of BOS held by circulation on 16/3/2021.

The minutes of the meeting of the Board of Studies held by circulation were confirmed.

Item-2: Approval of the Scheme and Syllabus of the 1st year (Semester 1 and Semester 2) of following Programs for Academic Session 2021-22. MBA, MBA (Financial Analysis), MBA (International Business), MBA (Financial Management), BBA, BBA (Banking and Insurance), BBA (CAM), and B.Com. (H).

Chairperson explained the process followed for the design and development of various program schemes to the members of the Board. The complete participation of all stakeholders was ensured.

The program coordinators under the mentorship of a Professor Incharge from USMS held discussions about the scheme. This was done in the light of the feedback received from stakeholders including Teachers, students, alumni and employers as well as the

requirements of NEP 2020. Based on this after thorough discussions two times with the senior faculty, a framework was developed to keep uniformity across similar kind of programs. The entire scheme was designed with Outcome Based Education (OBE) approach and the Program Outcomes and Program Specific Outcomes were revisited and improved and the scheme of programmes was designed. These were shared with all affiliated colleges and suggestions were invited. Based on this, the scheme of all programs was finalised.

However in view of non-availability of complete clarity on 3 years and 4 years UG program as well as 2 year PG program, the scheme and detailed course content was developed only for 3 years UG and 2 years PG programmes. The provision of skill based, entrepreneurship oriented, and CBCS courses were considered. The scheme also included compulsory courses as per the decision of the Academic Council for UG and PG programmes such as: Entrepreneurial Mindset, Environmental Studies and NCC/NSO etc.

The course contents were then developed by the Program Coordinators for the Ist and IInd Semesters only with the help of various faculty members. Course outcomes were defined with proper mapping on the POs and PSOs.

The complete scheme and syllabus of all programs were again circulated to colleges conducting the programmes through the nominated faculty of colleges as well as senior faculty of USMS. On the basis of the feedback received by due date,, the draft scheme and syllabus have been finalised.

The scheme and syllabus for all programmes were presented to the members.

Dr Malti requested to send some more suggestions in the contents of certain subjects for consideration in the syllabus.

The members approved the scheme for the entire program and syllabus for Ist and IInd semesters for MBA, MBA (Financial Analysis), MBA (International Business), MBA (Financial Management), BBA, BBA (Banking and Insurance), BBA (CAM), and B.Com. (H).

The chairperson assured members to send the final formatted copy of the scheme and syllabus for information to all the members.

Item-3: Approval of the Scheme and Syllabus of the Ph.D. Course work for Academic Session 2021-22.

The chairperson briefed the members that the scheme of Ph.D. course work was prepared and discussed in the SRC meeting held on 8th October 2021. The SRC members approved the proposed scheme as well as the detailed syllabus for the subjects.

The modified scheme was placed for approval by the members for implementation we.f academic session 2021-22.

The members approved the Ph.D. course work scheme and syllabus we.f academic session 2021-22.



Item-4: Approval of the panel of examiners for the programmes being offered by USMS and/or affiliated colleges.

The panel of examiners for the programmes being offered by USMS and/or affiliated colleges have been prepared and constantly reviewed by respective school level committees. However the process of identifying the examiners and the requirements of preparing MCQ based question papers require more paper setters to be included.

The members authorised the Dean and empowered him to approve the panel on behalf of the BOS as well as adding more names to meet the exigencies in case additional examiners are required, by the Examination branch.

Item-5: Any Other Matter

a) Approval of the Co-Supervisors in respect of Ph.D. Scholars under Prof Sanjiv Mittal.

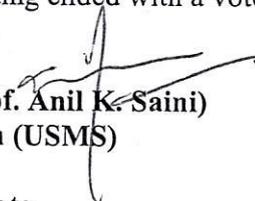
The members were apprised about the need for allocating Joint Supervisor in respect of three Scholars, on account of Prof. Sanjiv Mittal proceeding on long leave. This has been done as per the Ph.D. Ordinance and approved by SRC.

Scholar Name	Supervisor Name	Joint Supervisor Name
Ms. Aarti Dhanrajani	Prof. Sanjiv Mittal	Dr. Deepti Prakash
Ms. Nishat Athesham	Prof. Sanjiv Mittal	Prof. Sanjay Dhingra
Ms. Nitika Aggarwal	Prof. Sanjiv Mittal	Prof. Sanjay Dhingra

The members approved the allocation of Joint Supervisors in the above cases.

b) Prof. A K Saini requested the industry members to kindly advise some prominent names for strengthening of the Industry Interaction Cell of the School to help both the students and the faculty. Dr Jayakumar assured to extend help in this regard by suggesting few references.

Meeting ended with a vote of thanks to the Chair.


(Prof. Anil K. Saini)
Dean (USMS)

Copy to:

1. All BOS members for information, please.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY
DWARKA, NEW DELHI-110078

MBA (Financial Analysis)
Scheme and Syllabus
2021-22 onwards

Entrepreneurship | Employability | Skill Development

Approved in the BOS Meeting held on 12/10/2021 vide agenda item No. 2

Background Note:**Need for Syllabus Revision:**

MBA (Financial Analysis) program was launched by University from 2019-20. The program was quite contemporary and aimed at preparing individuals to serve the financial sector. As per the feedback of students, alumni, teachers and Employers, a need was felt to update the curriculum of the MBA (Financial Analysis) program to make it more focused and industry ready. In addition, with New Education Policy 2020, the curriculum of MBA (FA) was required to incorporate the features such as: CBCS, Multi-entry and Multi-exit, Academic Bank of Credits, etc. The current syllabus and scheme has been worked out for 2 years with flexible entry and exit.

The whole syllabus of MBA (Financial Analysis) is divided into following types:

- a) Core Papers
- b) Ability Enhancement Papers
- c) Skill Enhancement Papers
- d) Discipline Specific Elective Papers
- e) NUES
- f) Projects
- g) MOOC Courses

SCHEME OF EXAMINATION

&

SYLLABI

of

**MASTER OF BUSINESS ADMINISTRATION (FINANCIAL ANALYSIS)
(MBA (FA))**

for

First and Second Semesters

(w.e.f. 2021 – 2022 Academic Session)



**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY
DWARKA, NEW DELHI-110078**

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
BACHELOR OF BUSINESS ADMINISTRATION (BBA)**

SCHEME OF EXAMINATIONS

Criteria for Internal Assessment

All theory courses have internal assessment of 50 marks and 50 marks for external examination. For the courses related to labs, summer training and projects, internal assessment is 40 marks and external examination is 60 marks.

The internal assessment of the students (out of 50 marks) shall be as per the criteria given below:

Class Test-I **-15marks**

Class Test-II **-15marks**

(Two compulsory written tests to be conducted as per the schedule communicated by the University as per Academic Calendar for the Class Tests.)

IndividualAssignments/Presentation/Viva-Voce/GroupDiscussion/ClassParticipation
- **20 marks**

The student will be evaluated continuously during the semester as part of internal assessment.

The assessment of the students **External (50 Marks)** shall be based on the written examination conducted by the University at the end of the semester, except NUES,

A student shall select any four electives as per the list provided in the scheme in third and fourth semesters respectively.

Note: Record should be maintained by faculty and made available to the University, if required.

MAXIMUM & MINIMUM CREDITS OF THE PROGRAM

The total number of the credits of the MBA (FA) Programme is 109.

Each student shall be required to appear for examination in all courses. However, for the award of the degree a student should secure at least **103** credits.

Programme Outcomes (POs)

PO1: Demonstrate an understanding of management concepts, principles and theories, and apply them in the context of organizational work practices.

PO2: Apply analytical and critical thinking skills to analyze the dynamic business environment and identify entrepreneurial and business opportunities and risks.

PO3: Prepare business strategies, develop concomitant functional and operational strategies and implement them in an integrated manner to efficiently and effectively achieve the functional goals and the business objectives.

PO4: Demonstrate an understanding of decision making processes at various levels of the organization with respect to resources mobilization and their efficient deployment and use to achieve the set goals.

PO5: Demonstrate the ability to analyze management problems, to identify and collect relevant data and to apply a creative problem-solving approach.

PO6: Identify and recommend the information technology based interventions to achieve organizational goals

PO7: Benchmark organizational and managerial practices against the principles of good governance, ethical conduct, corporate social responsibility and the imperatives of long-term societal welfare.

PO8: Demonstrate effective communication and interpersonal skills as well as the ability to work with and lead teams.

PO9: Develop a lifelong learning approach manifested in their attitude to learn, unlearn and relearn and in their pursuit of excellence in professional, personal and social life.

Programme Specific Outcomes

PSO1: Display a strong understanding of financial decision-making, financial policy and strategy and the imperatives for ensuring the financial health of the firm.

PSO2: Demonstrate a knowledge of financial markets and institutions, regulatory frameworks and major financial services.

PSO3: Apply statistical and financial analytical tools and techniques for analysis, interpretation, modelling and presentation of financial data for effective decision-making.

PSO4: Apply an analytical approach to business valuation, tax planning, corporate mergers & acquisitions and investment decisions.

PSO5: Apply theories and techniques for risk-return analysis, optimum portfolio formulation and wealth management.

**SCHEME OF EXAMINATION
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (FINANCIAL ANALYSIS)**

FIRST SEMESTER

Code No.	Paper	Type	L	T/P	Credits
MFA-101	Accounting for Management	Core	3	-	3
MFA-103	Quantitative Techniques	Core	3	-	3
MFA-105	Managerial Economics	Core	3	-	3
MFA-107	Information Technology Management	Skill Enhancement	3	-	3
MFA-109	Personal Finance	Core	3	-	3
MFA-111	Financial Markets and Institutions	Core	3	-	3
MFA-113	Management Process and Organizational Behaviour	Core	3	-	3
MFA-115	Legal aspects of Business	Core/Open Elective	3	-	3
MFA-117	Communication in Organizations	Ability Enhancement	2	2	3
MFA-119	Information Technology Management - Lab	Skill Enhancement	-	2	1
	Total		26	4	28

Industrial Visit:

There may be one Industrial Visit for the students in the 1st Year either in the First Semester or Second Semester. The students will be required to submit a report and present the same to their Industrial Visit In-Charge.

**MASTER OF BUSINESS ADMINISTRATION (FINANCIAL ANALYSIS)
SECOND SEMESTER**

Code No.	Paper	Type	L	T/P	Credits
MFA-102	Financial Management	Core	3	-	3
MFA-104	Investment Analysis and Portfolio Management	Core	3	-	3
MFA-106	Business Analytics	Skill Enhancement	2	--	2
MFA-108	Macro and Mathematical Economics	Core	3	-	3
MFA-110	Business Research	Core	3	-	3
MFA-112	Marketing Management	Core	3	-	3
MFA-114	Human Resource Management	Core	3	-	3
MFA-116	Minor Project	Ability Enhancement	-	-	4
MFA-118	Professional Skill Development (NUES)	Skill Enhancement	2	1	3
MFA-120	Business Analytics - Lab	Skill Enhancement	-	2	1
MFA-122	MOOC/Open Elective*	Ability Enhancement	3	-	3
	Total		25	3	31

Note:

*The student is required to choose one MOOC course of 3 credits at PG level as per his or her preference/choice from Swayam portal or any other online educational platform approved by the UGC / regulatory body from time to time. After completing the course, the student has to produce successful course completion certificate for claiming the credit. The course chosen by the student should be intimated to the MOOC Coordinator of the respective institution. Alternatively, student can pursue any course offered in the campus by any USS with due intimation to the Program Coordinator/Dean of the School.

The Student is required to undergo Summer Training of Six to Eight Weeks after the end-term exam of 2nd Semester and obtain a Certificate of Training from the organization as per the format prescribed.

A Post-Graduate Diploma in Management will be awarded, if a student wishes to exit at the end of first year/second semester upon successful completion.

A Student having qualified in Post Graduate Diploma in Management from GGSIP University can join the MBA programme in 3rd Semester any time during the period. The procedure for depositing credits earned, its shelf life, redemption of credits, would be as per UGC (Establishment and Operationalisation) of Academic Bank of credits (ABC) scheme in higher education) Regulations 2021. The admission would be subject to availability of seats in the programme. Number of years spent for

studies of this programme cannot be more than N+2 years.

MASTER OF BUSINESS ADMINISTRATION (FINANCIAL ANALYSIS)

THIRD SEMESTER

Code No.	Paper	Type	L	T/P	Credits
MFA-201	Summer Training Report	Skill Enhancement	-	-	4
MFA-203	Behavioral Finance	Core	3	-	3
MFA-205	International Financial Management	Core	3	-	3
	Elective 1	Discipline Specific Elective	3	-	3
	Elective 2		3	-	3
	Elective 3		3	-	3
	Elective 4		3	-	3
	MOOC/Open Elective*	Ability Enhancement	-	-	3
MFA-227	Finance Lab – I Beginner (NUES)	Ability Enhancement	-	4	2
	Total		18	4	27

*The student is required to choose one MOOC course of 3 credits at PG level as per his or her preference/choice from Swayam portal or any other online educational platform approved by the UGC / regulatory body from time to time. After completing the course, the student has to produce successful course completion certificate for claiming the credit. The course chosen by the student should be intimated to the MOOC Coordinator of the respective institution. Alternatively, student can pursue any course offered in the campus with due intimation to the Program Coordinator/Dean/Director of the School/College.

- The Students may undertake Education cum Industrial Tour to any station within India or abroad (optional) with the prior permission of Dean/Director.
- For Project Dissertation to be done in 4th Semester, the allocation of Project Guide and selection of Topic will be done at the commencement of the 3rd Semester and notified.

List of Electives

Codes	Electives
MFA-207	Financial Econometrics
MFA-209	Project Management
MFA-211	Fixed Income Securities
MFA-213	Emerging Technologies in Finance
MFA-215	Direct and Indirect Taxes
MFA-217	Central Banking
MFA-219	Commercial Banking
MFA-221	Financial Journalism
MFA-223	Entrepreneurial Development and Start-up Finance
MFA-225	Financial Service Marketing

MASTER OF BUSINESS ADMINISTRATION (FINANCIAL ANALYSIS)

FOURTH SEMESTER

Code No.	Paper	Type	L	T/P	Credits
MFA-202	Project Dissertation	Ability Enhancement	-	-	6
MFA-204	Corporate Social Responsibility Human Values & Ethics	Ability Enhancement	3	-	3
	Elective 1	Discipline Specific Elective	3	-	3
	Elective 2	Discipline Specific Elective	3	-	3
	Elective 3	Discipline Specific Elective	3	-	3
	Elective 4	Discipline Specific Elective	3	-	3
MFA-232	Finance Lab-II Advanced (NUES)	Ability Enhancement	-	4	2
	Total		15	4	23

List of Electives

Codes	Financial Analytics
MFA-208	Technical Analysis
MFA-210	Equity Valuation
MFA-212	Merger, Acquisition & Corporate Restructuring
MFA-214	Risk Management
MFA-216	Financial Modelling
MFA-218	Fin Tech
MFA-220	Financial Derivatives
MFA-222	Strategic Financial Management
MFA-224	International Accounting & Reporting
MFA-226	Sustainable Finance
MFA-228	Investment Banking
MFA-230	Forensic Finance
Total Credits = <u>109</u>	
To obtain the degree, the students shall require <u>103</u> Credits	

Summary of Credits

S. No.	Semester	Credits	No. of Core Courses	No. of Skill Courses	No. of Ability Enhancement Courses	Discipline Specific Elective	MOOC/Open Elective
1	I	28	21	4	3		
2	II	31	18	6	7		3
3	III	27	6	4	5	12	3
4	IV	23	0	0	11	12	
		109	45	14	26	24	6

SEMESTER - I

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (FINANCIAL ANALYSIS)

Accounting for Management

Course Code: MFA-101

L - 3, Credits - 3

Objectives: The course aims at enabling students to understand the basic accounting principles and techniques of preparing & presenting the accounts for users of accounting information. The course also familiarizes the students with the basic cost and management accounting concepts and their applications in managerial decision making.

Course Outcomes (COs)

CO1: Demonstrate sound understanding of fundamental accounting principles, accounting standards and accounting techniques.

CO2: Construct financial statements by collecting, recording and classifying the financial information from divergent sources.

CO3: Critically analyse and interpret financial statements of a company.

CO4: Demonstrate the ability to extract and use meaningful financial information for managerial decision making.

Course Contents

Unit I

Financial Accounting: Scope and Nature of Accounting, Accounting concepts, Principles & Standards, Accounting Cycle, Journalisation, Subsidiary Books; Ledger Posting, Preparation of Trial Balance, Rectification of Errors. Capital and Revenue Expenditure & Income. Fixed Assets and Depreciation Accounting, Preparation of Final Accounts, Manufacturing Account; Trading Account, Profit and Loss Account; Balance Sheet (with adjustments) **(12 Hours)**

Unit II

Cost Accounting: Objectives, Classification of Cost, Preparation of Cost Sheet, Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level, Labour Costing, Overhead Cost Allocations, Over and Under Absorption. **(10 Hours)**

Unit III

Performance Evaluation Techniques: Introduction to Budgeting and Budgetary Control; Performance Budgeting; Classification of Budget; Fixed and Flexible Budgets, Zero Based Budgeting, Standard Costing and Variance Analysis; Balanced Scorecard; Responsibility Accounting. **(10 Hours)**

Unit IV

Decision Making Techniques: Financial Statement Analysis, Ratio Analysis, Common Size Statements, Du Pont Analysis, Marginal Costing, Application of Marginal Costing in Decision Making, Cost Volume Profit Analysis; Profit Planning, Management Accounting for Decision Making and Control; EVA; Introduction to Activity Based Costing, Target Costing, Life Cycle Costing; Uniform Costing. **(10 Hours)**

Suggested Readings: (All Latest Editions)

1. Arora, M. N. Cost Accounting Principles & Practice. Vikas Publishing House.
2. Jawahar, L. Advanced Management Accounting. S. Chand & Company.
3. Periasamy, P. Financial, Cost and Management Accounting. Himalaya Publishing.
4. Khan, M.Y. & Jain, P.K. Management Accounting. McGraw Hill Education.
5. Maynard, Jennifer. Financial Accounting, Reporting & Analysis. Oxford University Press
6. Horngren, C.T., Foster, G., Datar, S.M. Cost Accounting: A Managerial Emphasis. Pearson Education

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (FINANCIAL ANALYSIS)
QUANTITATIVE TECHNIQUES

Course Code: MFA-103

L-3, Credits-3

Objectives: To provide understanding on relevance & need of quantitative methods for making business decisions, to have a sound knowledge of fundamentals of statistics and statistical techniques, be able to read and interpret statistical information, be able to perform statistical analysis for effective decision making in organizations.

Course Outcomes (COs)

CO1: Identify and differentiate between different statistical techniques and methods.

CO2: Explain the merits and limitations of various statistical techniques.

CO3: Demonstrate effective computational and spreadsheets skills for business analysis.

CO4: Analyse and interpret statistical information from the business data and reports.

CO5: Apply quantitative techniques to solve a variety of business problems.

Course Contents

Unit I

Descriptive Statistics: Measures of central tendency, concept of dispersion, measures of dispersion: absolute and relative measures, skewness-meaning and measures, kurtosis-meaning and measures, bivariate analysis: concept of correlation, measures of correlation, regression meaning, regression lines, OLS regression: assumptions, computation of regression coefficients, standardized and unstandardised regression coefficients. Decision making based on Regression Analysis

(12 hours)

Unit II

Probability Analysis – Concept and meaning of probability, theorems of probability: addition, multiplications, Bayes' theorem, probability distribution: Discrete and Continuous distribution- binomial, Poisson and Normal Distribution. Application of Probability in decision making

(10 hours)

Unit III

Linear Programming : Meaning, Assumptions, formulation of linear programming model: solution of linear programming problem: graphical and simplex method, Special types of linear programming problems- assignment modeling, solution of assignment problem with Hungarian assignment model, travelling salesman model, transportation model, applications, computation of initial feasible solution and testing its optimality, concept of trans-shipment.

(10 hours)

Unit IV

Decision theory: States of decision making, decision tree analysis, game theory: meaning concept and types of games, principles of dominance, solution of games with algebraic, graphical and simplex method

(10 hours)

Suggested Readings: (All Latest Editions)

1. Sharpe, N.R., De Veaux, R.D., and Velleman, P.F. Business Statistics, Pearson
2. Black, K. Business Statistics: For Contemporary Decision Making. India, Wiley Publication.
3. Vohra, N.D. Quantitative Techniques in Management. McGraw Hill Education.
4. Sharma, J. Operations Research: Theory and Application. India, Macmillan Publication.
5. Francis, Joseph J. Business Statistics, Cengage Publication
6. Aczel, Amir D., Sounderpandian, J., & Saravanan P. Complete Business Statistics, India: McGraw Hill Education.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (FINANCIAL ANALYSIS)

Managerial Economics

Course Code: MFA-105

L - 3, Credits - 3

Objectives: The course is aimed at building a perspective necessary for the application of modern economic concepts, precepts, tools and techniques in evaluating business decisions taken by a firm. The course will also look at recent developments in business in the context of economic theory.

Course Outcomes (COs)

CO1: Examine various economic ideologies, economic theories and techniques of economic analysis and discuss their relevance for managerial decision making.

CO2: Identify and explain factors influencing supply and demand, analyze the dynamic role of markets in allocation of productive resources in a free market economy and offer critique of market based model from sustainable development perspective.

CO3: Examine various approaches and models that explain consumer choices and behaviour and apply them for analyzing the demand

CO4: Discuss the theory of production and analyze the effects of technology and variations in input proportions on output, both in the short run and long run.

CO5: Identify and compare different market structures and analyze pricing and output decisions in different market forms.

CO6: Analyze business cycles, macro-economic conditions and policies and develop effective business strategies.

Course Contents

Unit I

Introduction: Nature, Scope and Significance of Managerial Economics, its Relationship with other Disciplines, Role of Managerial Economics in Decision Making; Opportunity cost Principle, Incremental Concept, Cardinal and Ordinal Approaches to Consumer Behaviour: Equi-Marginal Principle, Law of Diminishing Marginal Utility, Indifference Curve Analysis. **(12 Hours)**

Unit II

Demand Analysis and Theory of Production: Demand Function, Elasticity of Demand, Demand Forecasting, Applications of Demand Analysis in Managerial Decision Making; Theory of Production: Production Function, Short Run and Long Run Production Analysis, Isoquants, Optimal Combination of Inputs.

(10 Hours)

Unit III

Theory of Cost and Market Structures: Theory of Cost in Short and Long Runs, Market Structures: Price-Output decisions under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly. **(10 Hours)**

Unit IV

Introduction to Macro Economics: Nature and Importance of Macro Economics, Market, Command, and Mixed Economies, The Invisible Hand. The economic role of government.; Economic Growth and Development; policy framework of money supply, inflation, and interest rates.
(10 Hours)

Suggested readings:(All Latest Editions)

1. Hirschey, M. Managerial Economics. Thomson South-Western.
2. Salvatore, D. Managerial Economics in a Global Economy. McGraw-Hill.
3. Samuelson, W. F., & Marks, S. G. Managerial economics. John Wiley & Sons.
4. Truett, Dale B. and Truett J. Lila . Managerial Economics: Analysis, Problems, Cases, John Wiley & Sons.
5. Petersen, H. C., Cris, L W and Jain, S.K. Managerial Economics, Pearson Education
6. Satya P Das. Microeconomics for Business, Sage Publishing

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (FINANCIAL ANALYSIS)

Information Technology Management

Course Code: MFA-107

L - 3, Credits - 3

Objectives: The primary objective of this course is to familiarize the student coming from diverse background with basic concepts of information technology, its components and their applications in business processes.

Course Outcome (COs):

CO1: Recall the components of an Information Technology based system. **CO2:** Identify the challenges in storage and retrieval of data.

CO3: Classify the software into various types on the basis of different criteria.

CO4: Create and analyze the database using SQL and spreadsheet tools.

CO5: Build an appropriate computer network as per the organizational needs

CO6: Develop web pages using HTML.

CO7: Contrast the information systems for managerial decision making

CO8: Understand the new and emerging technologies

Course Contents

Unit I

Information Technology: Components of IT systems, Characteristics and Classification of Computers. **Computer Architecture, Computer Memory:** Types of Memory, Storage devices, Mass Storage Systems. Concept of Cloud Computing, Data Centres and their challenges. **(06 Hours)**

Unit II

Computer Software: Types of Software. System Software: Introduction to Operating System, Need, Functions and Types of Operating systems. Introduction to GUI. Compiler, Interpreter and Assembler, Types of Computer Programming Languages.

Application Software and their uses. Features of Good Software and emerging trends in software development. Spreadsheet and Presentation Software. Data Analysis using Excel.

DBMS: Traditional File concepts and Database Environment, Database Management Systems Concepts, Types of Data Models, ER Modeling, Integrity Constraints, SQL queries. **(14 Hours)**

Unit III

Data Communication and Networks: Concepts of Data Communication, Types of Data-Communication Networks, Communications Media, Concepts of Computer Networks, Primary Network Topologies, Network Architectures-The OSI Model, Inter-Networking devices. The Internet, Intranet and Extranets: Internet Services, World Wide Web, Creating Web Pages using HTML. **(12 Hours)**

Unit IV

Functional and Enterprise Systems: Data, Information and Knowledge Concepts, Decision Making Process, Concept and Classification of Information Systems. Security Issues in Information Technology, Emerging Trends in Information Technology: Block Chain, Artificial Intelligence, Machine Learning, Internet of Things and their applications. **(10 Hours)**

Suggested readings: (All Latest Editions)

1. ITL Education Solutions. Introduction to Information Technology, Pearson Education.
2. Turban, Rainer and Potter. Introduction to Information Technology, John Wiley and Sons.
3. Behl R. Information Technology for Management, McGrawHill Education.
4. Joseph A. Brady and Ellen F Monk. Problem Solving Cases in Microsoft and Excel, Thomson Learning.
5. Mukta Sharma and Surabhi Shankar. Computer Applications, Galgotia Publishing Company.
6. Saini A.K. and Mukta Sharma, Web Technologies, GalgotiaPublishng Company.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (FINANCIAL ANALYSIS)**

Personal Finance

Course Code: MFA-109

L – 3, Credits – 3

Objectives: Personal Finance provides the tools necessary for students to gain both economic and financial literacy. The course also provides a set of practical applications to help students understand the complexities of financial decision-making. The course will equip students to design their own investment plan, choose the right products for themselves and can grow as a wealth consultant.

Course Outcome(COs):

CO1: Describe the Indian financial market, its players, products and regulations.

CO2: Demonstrate financial literacy skills to understand personal financing needs, and sources of funds to raise capital.

CO3: Create portfolios that suit the risk-return requirements of individuals by using the banking, insurance, loans, real estate, and other products.

CO4: Setup and support entrepreneurial ventures as investment consultants, advisors and investment bankers.

Course Contents

Unit I

Understanding Personal Finance: Emerging role of financial planners, process of planning and personal finances, rewards for sound financial planning, personal financing goals, determinants of personal income, income-consumption-savings, financial success and happiness; Inflation and interest rates, opportunity cost; Time Value of Money; budgeting and financial goals; Career planning and financial goals; Measure your financial health -Balance Sheet, cash flows and net worth, Financial Ratios to assess personal financial strength- Liquidity ratio to pay for emergencies, asset to debt ratio, debt service to income ratio, debt payments to disposable income ratio, investment assets to total assets ratio; Personal taxes and effective tax planning, income tax filing and establishing a saving program. **(12 Hours)**

Unit II

Basics of Investments: Planning, risk-return tradeoff, types of investment instruments, investment decisions, designing a portfolio; risk free investment alternatives; banking products and services; Risk diversification and mutual funds, types of funds, systematic investment plan, investing in gold, ETF; Investing in bonds; basics of investing in capital markets, DMAT, public issues, secondary market, discipline in investing, value investing, contrarian investing, behavioural biases in investing, stock investment techniques, hybrid financial products; Electronic Money Management. **(10 Hours)**

Unit III

Consumer borrowing and Insurance: Credit management, basic concept of credit, credit use, different types of credits, principles of using credit wisely, features of consumer loans, auto loan, home loan, personal loan, single payment loans and installment; credit cards, digital lending platforms, consumer borrowing decisions and credit score; Health insurance- managing health expenses, long term care insurance, disability insurance, property insurance, principles of property insurance, automobile insurance, other property and liability insurance; Life insurance- life insurance planning, benefits, policy terms and provisions ; types of insurance plans, term insurance, ULIPS. **(10 Hours)**

Unit IV

Wealth Management and Retirement Planning: Real estate investment- financial criteria for buying a house, rent or buy decision, home buying process, financing a real estate, taxes, mortgage loans, capital gains; Retirement Planning- overview, social security, pension plans- NPS, retirement programs; Estate Planning – principles of estate planning, trusts, estate taxes, preparing a will. **(10 Hours)**

Suggested Readings:(All Latest Editions)

1. Mitra, S. Rai, S.K, Sahu, A.P. and Jr. Harry, S. Financial Planning: Theory and Practice.Sage Publications.
2. Bennand, J. W., & Ralph, R. F. Personal Finance. Pearson Education.
3. Chaudhary, P. Your Everyday Guide to Personal Finance & Insurance.Network Publications
4. Phadke, Sanjay – “FinTech”, Sage Publications.
5. Joehnk, Billingslyey, & Gitman. Planning your personal finances. Cengage Publishing
6. E. Thomas Gorman and Raymond E. Forgue, Personal Finance, Southwest-Western Cengage Learning

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (FINANCIAL ANALYSIS)

Financial Markets and Institutions

Course Code: MFA-111

L – 3, Credits – 3

Objectives: To provide the student a basic knowledge of financial markets and institutions and to familiarize them with major financial services in India.

Course Outcome (COs):

CO1: Recognize and explain the interrelationship of economic, commerce, financial markets and strategies for corporate decision-making.

CO2: Analyze the impact of market behavior, and regulatory policies on decision-making of companies

CO3: Formulate investment strategies for short- and/or long-term returns.

CO4: Support entrepreneurial ventures as investment consultants, advisors and investment bankers.

Course Content

Unit I

Financial Markets: Financial system and its components, functions; money market, instruments, types, regulations, Role of central bank in money market; capital markets, types, products, reforms; primary market, book building process; corporate debt market, financial markets and economic development; SEBI and recent reforms.

(10 Hours)

Unit II

Banking Sector: Banking sector in India, role of RBI, commercial banks, committees, functions of a bank, products, assets and liabilities of banks; Non-performing assets, growth and performance of Indian banking sector; shadow banking, Fintech, digital currency, CBDC, E-banking, payment banks, financial inclusion, role and scope of payment banks, risks in banking- operational risk, credit risk, liquidity risk, financial stability, monetary policy, recent trends in banking sector.

(12 Hours)

Unit III

Financial Institutions: Non-banking financial companies (NBFCs); Development Financial Institutions (DFIs); Mutual Funds, instruments, growth and performance of mutual funds; Life and non-life insurance companies in India, IRDA and recent reforms; Ministry of Corporate Affairs; Pension Fund Regulatory and Development Authority; Housing finance. **(10 Hours)**

Unit IV

Financial Services: Merchant banking, **Venture capital and private equity;** Factoring & Forfeiting; Credit rating agencies; Underwriting; Portfolio management; Project financing; Stock brokerage services; leasing and Hire-purchase; Recent developments.

(10 Hours)

Suggested Readings: (All Latest Editions)

1. Mishkin, F. S., & Eakins, S. Financial Markets and Institutions. Pearson Education.
2. Bharti Pathak. Indian Financial System. Pearson Education.
3. Bhasin, N. Financial Institutions & Financial Markets in India: Functioning & Reforms. New Century Publications.
4. Fabozzi., F. J. Bond Markets Analysis and Strategies. Pearson Education.
5. Khan, M. Y. Indian Financial System. McGraw Hill Education.
6. Krishnamurti, C. Mergers, Acquisition and Corporate Restructuring, Sage Publications.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (FINANCIAL ANALYSIS)**

Management Process & Organizational Behaviour

Course Code: MFA-113

L-3 Credits-3

Objectives: This course is designed to expose the students to fundamental concepts of management, its process and behavioral dynamics in organizations.

Course Outcome (COs):

CO1: Enumerate, explain, compare and analyze the concepts, theories and principles that have evolved in specific historical contexts and informed both academic thinking and practices related to the field of management.

CO2: Identify and discuss the functions of management i.e. planning, organizing, leading and controlling, relate them with the roles of managers at different levels of the organization and classify the skills necessary for effective performance of their functions.

CO3: Apply the knowledge of management theory and of organizational behaviour to analyze managerial issues and take decisions consistent with the organizational objectives of efficiency and effectiveness.

CO4: Analyze the complexities of work organizations and develop a multidisciplinary approach to address interpersonal and intra organizational issues.

Course Contents

Unit I

Introduction to Management: Meaning and Nature of Management, Evolution of Management, Tasks and Responsibilities of a Professional Manager, Management by Objectives, Case Study.

(8 hours)

Unit II

Process of Management: Planning- Concept, Process and Techniques, Directing – Definition, Principles and Process, Controlling - Definition, Process and Techniques, Decision Making – Concept, Importance and Models, Case Study.

(8 hours)

Unit III

Fundamentals of Organizational Behaviour: Organizational Behaviour - Nature and Scope, OB Models – merits and demerits, Personality – concept and types, Perception and Attitude, Learning – concept and theories, Motivation – definition, importance and theories, Managing stress at Work – concept and techniques, Organization Structure – concept and types, Case Studies.

Organizational Processes and Structure: Organizational Design and Structure, Organizational Culture and Climate, Cross Cultural Organizational Behavior

(16 hours)

Unit IV

Group and their Dynamics, Work Teams: Group and their dynamics – Concept and Types, Work Teams – definition and importance, Stages of team Building and its behavioral dynamics, Leadership - Concept, Importance and Styles, Organizational Justice - Concept, Importance and Types.

(10 hours)

Suggested Books: (All Latest Editions)

1. Robbins. Judge, S.P., T.A., Vohra, N. Organizational Behaviour. Pearson Education
2. Nahavandi, A. et al., Organizational Behavior. Sage Publication
3. Greenberg, J. and Baron, R.A. Behaviour in Organization. Pearson Education
4. Stoner, J.A.F., Freeman, R.E., Kodwani, A.D., et.al. Management. Pearson Education.
5. Newstorm, J.W. & Davis, K. Organizational Behaviour Human Behaviour at Work, McGraw Hill Education
6. Koontz, H, Wehrich, H, Mark V, Cannice, M.V. Essentials of Management – An International Innovation and Leadership Perspective, MC.Graw Hill.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (FINANCIAL ANALYSIS)**

LEGAL ASPECTS OF BUSINESS

Course Code: MFA-115

L-3, Credits-3

Objectives: Managing business activities requires some level of acquaintance with the laws and legal systems. Laws are enacted to regulate and govern the relationships between business and various stakeholders i.e government, customers, suppliers, employees and community. This course is intended to enable the students acquire a general understanding of the legal system in India and the laws relevant to business world so that they appreciate the legal implications of the business decisions.

Course Outcome (COs):

CO2: Distinguish, examine and summarize legal communications and take actions consistent with the requirements of law

CO3: Analyze the decision-making context with due regard to the legal requirements and regulatory compliances

CO4: Evaluate and appraise the legal consequences of alternative choices proposed for decision making.

CO5: Assess various legal strategies or options available in the specific context of various legal disputes or issues that generally arise in the course of business.

CO6: Explain the mechanisms set-up under the relevant laws for handling legal disputes or addressing legal issues and prepare strategies for their expeditious and effective resolution.

Unit-I

Introduction to Law and Legal Systems: Basic concepts of Law, Classification of Laws and Legal Systems, Indian Legal System and Administration of Justice, Constitutional Courts and their jurisdiction, Subordinate Judiciary and their jurisdiction, Tribunals and their jurisdiction, An overview of Alternate Dispute Resolution Mechanisms, Constitutional provisions related to the freedom to do business in India and the reasonable restrictions permissible, Nature of government regulation of business and markets in market economy . **(8 Hours)**

Unit-II

Laws Governing Contracts:

The Indian Contract Act, 1872- Definition and essential elements of a contract, Performance of a contract, Discharge of a contract, Breach of a contract, Remedies for breach under the Indian Contract Act, 1872; The Sale of Goods Act, 1930-Definitions of Sale, Agreement to Sell, Goods, Conditions and Warranties, Transfer of property, Rights of a seller and buyer, Rights of an Unpaid Seller. **(12 Hours)**

Unit-III

Laws Governing

Business Forms: The Indian Partnership Act, 1932: Formation of Partnership, Relationship between partners, Rights and liabilities of partners, Dissolution of partnership and partnership business

The Companies Act, 2013: Company and its features, Types of Companies, Incorporation of a Company, Memorandum of Association and Articles of Association, Board of Directors and their appointment, powers, duties and liabilities, winding up of a company, Overview of Insolvency and Bankruptcy Code, 2016.

The Limited Liability Partnership Act, 2008: Features of LLP, Incorporation of LLP, Effects of Registration of LLP, Designated partners and their liabilities, Conversion of other forms of business organizations into LLP.

(12 hours)

Unit-IV

Laws Governing Relations with various Stakeholders:

The Securities and Exchange Board of India Act, 1992: Objectives, Regulatory powers of SEBI, Regulations related to Public Offer of Shares and Debentures, Regulations related to protection of investors.

Consumer Protection Act, 2019: Objectives and salient features, Definition of consumer, complainant, defect, deficiency, restrictive trade practice, unfair trade practice, rights of the consumers, 3-Tier structure of dispute resolution commissions-Powers and functions.

Competition Act, 2002: Objectives and salient features, Definition of anti-competitive agreement, abuse of dominant position, combinations, role of Competition Commission of India in promoting competitive markets.

(10 hours)

Suggested Readings: (All Latest Editions)

1. Albuquerque, Daniel. Legal Aspects of Business, Second Edition, OUP India
2. Pathak, Akhileshwar. Legal Aspects of Business, Mc Graw Hill Education
3. Kumar, Ravinder. Legal Aspects of Business, Cengage Learning India
4. www.indiacode.nic.in
5. www.sebi.gov.in
6. www.cci.gov.in

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (FINANCIAL ANALYSIS)

Communication in Organizations

Course Code: MFA-117

L-2,T/P-1, Credits-3

Objectives: The aim of the course is to train students to enhance their skills in written and oral communication. The course will help students develop competence in communication so that they can successfully handle the challenges of all types of communication in business environment.

Course Outcome (COs):

CO1: Recognize the scope and significance of communication and its relevance for enhancing individual and organizational performance in the context of global business operations.

CO2: Explain the concepts, theories and principles of communication informing various communication strategies and practices aimed at effective communication with different stakeholders of the organization.

CO3: Identify and apply various tools and techniques for developing appropriate communications strategies aimed at positioning the organization and build brand image.

CO4: Exhibit the use of interpersonal communication skills and etiquettes for impactful business dealings and lasting relationship building reflected in dressing sense, listening skills, cultural sensitivity etc

CO5: Devise an effective communication strategy and protocols that can be successfully employed by the individuals and teams while participating in business negotiations.

Course Contents

Unit I

Introduction to Business Communication: Business communication – definition, importance. Forms and types of communication (Downward, upward, horizontal and lateral communication). Formal and informal communication network. Process of communication. Barriers and Gateways to communication.

(12 hours)

Unit II

Written Communication and Application of Communication: Principles of Written Communication – 7C's Concept. Business and Commercial Letter (Request letters, Good News letters, Persuasive letters, Sales letters). Job application and Resume Writing. **(12 hours)**

Unit III

Oral Communication: Principles of Oral Presentations, Factors Effecting Presentation, Video- conferencing and Skype, Non-Verbal Communication (Para language, Time, Space, Silence, Body language). Relating through Informative and Persuasive speeches, Listening. **(8 hours)**

Unit IV

Recent Trends in Business Communication: Online Communication and Personal Relationships, Handling Online Meetings, Business Communication via Social Network, Writing Social Blogs. Inter-cultural communication. Ethical and Legal Issues. **(10 Hours)**

Suggested Readings (All Latest Editions)

1. Courtland L. Bovée et. al., Business Communication Today, Pearson
2. Steve Duck and David T. McMahan, The Basics of Communication, Sage, South Asia
3. Lesikar R et.al., Business Communication: Connecting in a Digital World, McGraw Hill.
4. Murphy H et.al., Effective Business Communication, McGraw Hill.
5. Reddy C.R. Business Communication, Wiley Publications.
6. Chaturvedi M.Art and Science of Business Communication, Pearson.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (FINANCIAL ANALYSIS)**

Information Technology Management Lab

Course Code: MFA-119T/P-2Credits-1

Lab will be based on Paper MFA-107 and will basically cover the following: Operating System Utilities, SQL Queries, Basic HTML Tags to create web pages. In addition the students are required to work on Spreadsheet exercises for basic operations and using data analysis tools such as What-If, Goal Seek, Problem Solver, Pivot Tables, etc.

Students are required to maintain a record of all the exercises done by them in a Lab file duly signed by the faculty.

Course Outcome (COs)

CO1: Apply Operating system tools for IT resources.

CO2: Create and analyze the database using SQL.

CO3: Make use of Spreadsheet software such as MS-Excel as a data analysis tool.

CO4: Create and develop web pages using HTML.

SEMESTER-II

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (FINANCIAL ANALYSIS)

Financial Management

Course Code: MFA-102

L - 3, Credits - 3

Objectives: The course is aimed to provide an understanding of the essential elements of financial management and the financial environment in which the business firm operates. The paper will examine the objective of shareholder wealth maximization which encompasses much of modern corporate finance and its implication for decision making in the present context.

Course Outcome (CKOs):

CO1: Demonstrate the sound understanding of the concept, functions and importance of financial management for a business firm.

CO2: Analyze the convolutions associated with management of short-term and long-term funds in the corporate capital structure.

CO3: Demonstrate the ability to assess and manage financial risks and recommend an optimum capital portfolio for a firm.

CO4: Combine the knowledge of financial management and investment, financing, dividend policy and working capital decisions for ensuring optimum valuation of a firm.

Course Contents

Unit I

Financial Objectives; Impact of Financial and Economic Environment on Financial Management; Time Value of Money, Computation of EMI, Annuity, Annuity Due, Funds Flow Analysis, Cash Flow Statement and its Interpretation (AS-3). (10 Hours)

Unit II

Capital Structure: Net Income Approach, Net Operating Income Approach, Traditional Approach and MM Approach, Cost of Capital: Leverage Analysis, Operating Leverage, Financial Leverage, Combined Leverage, EBIT- EPS Analysis, Capital Gearing. (10 Hours)

Unit III

Capital Budgeting, Conventional and DCF Methods, Risk Analysis-Certainty Equivalent Factor, Risk Adjusted Discounting Rate, Decision Tree, Independent and Dependent Risk Analysis, Replacement Decisions, Sensitivity Analysis. (10 Hours)

Unit IV

Dividend Policy: Walter Model, Gordon Model, MM Approach, Lintner Model; Working Capital Management: approaches, estimation; Management of Inventories; Management of Cash (Various Theoretical Models); Management of Receivables and Marketing Securities. (12 Hours)

Note: MS-Excel Functions and Formulas to be used.

Suggested Readings: (All Latest Editions)

1. Brigham, E. F., & Houston, J. F. Fundamentals of Financial Management. Cengage Learning India Pvt Ltd.
2. Khan, M.Y., & Jain, P.K. Financial Management: Text & Problems. Tata McGraw Hill.
3. Prasanna, C. Financial Management: Theory and Practice. Tata McGraw Hill.
4. Van Horne, James, C. Principles of Financial Management, Pearson.
5. Pandey, I.M. Financial Management, Pearson Education.
6. Ravi Kishore. Financial Management, Taxmann's Publications.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (FINANCIAL ANALYSIS)

Investment Analysis and Portfolio Management

Course Code: MFA-104

L - 3, Credits - 3

Objectives: This course is designed to provide students with a solid conceptual and analytical basis for making investment decisions, and to establish a background for evaluating financial risk and return dynamics.

Course Outcomes (COs)

CO1: Demonstrate a complete understanding of financial securities available in the global financial markets.

CO2: Contrast the risk and return characteristics of different financial securities.

CO3: Apply the acquired knowledge of security markets for valuation of equity and fixed income securities under goal-based investment planning.

CO4: Interpret the risk-return dynamics, and the functioning of derivatives market.

CO5: Develop portfolios by allocating the assets based on risk-return trade-off.

CO6: Evaluate the performance of different portfolios and recommending portfolios as per risk profiles of different investors.

Course Contents:

Unit I

Investment: Meaning, Nature and Scope, Features of Investment, Investment Process, Investment Avenues, Concept of Risk, Types of Risks, Return on Investments, Computation of Returns and Risk of a security and portfolio, Relationship between risk and return, Correlation, Covariance and Coefficient of determination, Beta of a security and portfolio, Division of total risk to systematic and unsystematic risk. **(10 hours)**

Unit II

Capital Market Efficiency: Forms of Efficiency, Efficient Market Hypothesis, Deviation from Efficiency, Measurement of Efficiency of the Financial Markets. Modern Portfolio Theory, Efficient Frontier, Efficient Frontier and Investor's Utility, Indifference Curve of an Investor, Equilibrium of an Investor, Single Index Model, Capital Market Theory, Capital Asset Pricing Model

(12 hours)

Unit III

Fundamental Analysis: Concept, Economic, Industry and Company Analysis and Stock Valuation, Equity Valuation Methods, Technical Analysis, rationale of technical analysis, assumptions, candle stick charts patterns, indicators. Concept of Bonds, Term Structure of a Bond, Yield of a Bond, Duration of a Bond, Valuation of Bonds

(10 hours)

Unit IV

Portfolio Management and Evaluation: Portfolio Building, Portfolio Management Strategies, Valuation of a Portfolio, Sharpe, Jensen, Treynor, Sortino, Fama-French models of portfolio valuation.

(10 hours)

Suggested Readings:(All Latest Editions)

1. Bodie, Kane, Marcus, & Mohanty. Investments. Tata McGraw Hill Publication.
2. Chandra, P. Investment Analysis and Portfolio Management. Tata McGraw Hill Publication.
3. Reilly, F., & Brown, K. Investment Analysis and Portfolio Management. Cengage Learning.
4. Talwar, S. Security Analysis and Portfolio Management. Cengage Publication.
5. Luen Berger D. Investment Science, Oxford University Press.
6. Ranganatham. Security Analysis and Portfolio Management, Pearson Education.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (FINANCIAL ANALYSIS)**

Business Analytics

Course Code: MFA-106

L - 2, Credits - 2

Objectives: The objective of this course is to introduce students to the capabilities and applications of business analytics.

Course Outcome (COs)

CO1: Develop an understanding of business analytics and its models for problem-solving.

CO2: Apply data visualization and validation techniques for effective data presentation and management.

CO3: Understand and practice how to treat data for errors so as to analyze management problems correctly and create effective solutions.

CO4: Apply predictive analysis tools to solve organizational problems using a systematic and analytical decision-making approach.

Course Contents

Unit I

Introduction to Business Analytics- Concept and Scope, Importance of data in Business, Decision Models-Concept and Types, Analyst's role in the Business Analytics Model. (4 Hours)

Unit II

Exploring Data and Data Visualization: Exploring data using Pivot Tables, Pivot Charts, Look-up functions, Data Validation and whatif analysis functions in spreadsheets for data visualization. Introduction to Google Dashboards and Power BI.

(7 Hours)

Unit III

Data Preparation: Treatment of Missing Values, Identification and management of Outliers & erroneous data.

Data Warehousing: Need for a data warehouse. ETL processes, Data Quality: Cause and Effect of Poor Data Quality, Alternative Ways of Storing Data, Master data management. (7 Hours)

Unit IV

Predictive Modelling and Analysis: Logic driven modelling, strategies for building predictive models, data-driven modelling, Supervised learning, regression-simple, multiple and logistic regression.

Data Reduction Techniques: Principal Component Analysis, Clustering Analysis: k-Nearest Neighbors.

(10 Hours)

Suggested Readings: (All Latest Editions)

1. Evans, J.R., Business Analytics. Pearson
2. Tanushri Banerjee and Arindam Banerjee, Business Analytics: Text and Cases, Sage.
3. RN Prasad and Seema Acharya. Fundamentals of Business Analytics, Wiley, India.
4. PurbaHalady Rao. Business Analytics: An Application Focus, PHI.
5. David Roi Hardoon and GalitShmueli. Getting Started with Business Analytics: Insightful Decision-Making, CRC Press, Taylor & Francis Group.
6. Gert H.N. Laursen and Jesper Thorlund. Business Analytics for Managers: Taking Business Intelligence Beyond Reporting, Wiley.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (FINANCIAL ANALYSIS)**

Macro and Mathematical Economics

Course Code: MFA-108

L - 3, Credits - 3

Objectives: The students shall be in a position to have understanding of basic framework of principles of Macro Economics and Applied Mathematical Economics. This learning shall provide support in business decision making at strategic level.

Course Outcome (COs):

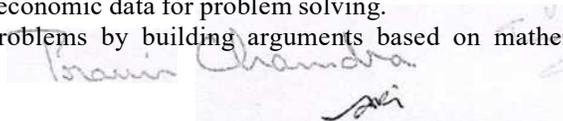
CO1: Demonstrate the understanding of various economic models and institutions in macroeconomics.

CO2: Compare the macroeconomic perspectives of various economists.

CO3: Interpret and analyze economic information and data.

CO4: Apply mathematical techniques to economic data for problem solving.

CO5: Design solutions to complex problems by building arguments based on mathematical economic models.



Course Contents

Unit I

Introduction: Macroeconomics vs. Microeconomics, Measurement of GDP, Alternatives to GDP in Measuring Economies, Branches of Macroeconomic theory, Macroeconomic Models, Stabilizations. National Income Accounting. Capital Mobility, Exchange Rate Systems.

(10 Hours)

Unit II

Keynesian Economics: Aggregate Demand and Supply Functions, Theory of Income and Employment, Voluntary Unemployment, Underemployment, Money Market and Keynesian Demand for Money; Introduction to IS-LM Model. Keynes vs. Hayek vs. Marx. **(11 Hours)**

Unit III

Inflation: Concept, Types, Causes and Measurement, Effects of Inflation, Measures to Control Inflation, Concepts of Phillips Curve, Deflation and Stagflation. Trade Cycles: Concept, Causes and Phases of trade cycle. Money Supply, Effectiveness and ineffectiveness of Monetary Policy. **(11 Hours)**

Unit IV

Introduction to Mathematical Economics: The Nature of Mathematical Economics, Economic Models. Static (or Equilibrium) Analysis: Equilibrium Analysis in Economics, Introduction to Linear Models and Matrix Algebra.

(10 Hours)

Suggested Readings: (All Latest Editions)

1. Froyen. Macroeconomics: Theories and Policies. Pearson.
2. McConnell, Campbell; Brue, Stanley; Flynn, Sean; Chaudhuri, Bibek Ray. Macroeconomics. McGraw Hill.
3. Chaing, A., & K., W. Fundamental Methods of Mathematical Economics. Mcgraw Hills Higher Education.
4. Chako, G., Sjomon, A., Motohashi, H., & Dessain, V. Credit Derivatives: A Primer on Credit Risk, Modeling and Instruments. Wharton School Publishing.
5. Dixit, A., & Nalebuff, B. Thinking Strategically: The Competitive Edge in Business, Politics and Everyday Life. New York: W.W. Norton & Company.
6. Carl E. Case and Ray C. Fair and Sharon Oster. Principles of Macro Economics, Pearson Education.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY
MASTER OF BUSINESS ADMINISTRATION (FINANCIAL ANALYSIS)
BUSINESS RESEARCH

Course Code: MFA-110

L-3, Credits:3

Objectives: To acquaint the student with the concepts of research, research design, research process concepts, tools and techniques of data analysis and the process of effective report writing to conduct research and analysis for effective decision making

Course Outcome (COs)

CO1: Identify and differentiate between different types of research and research designs.

CO2: Formulate and articulate research questions and specify research objectives and hypothesis.

CO3: Critically analyze and evaluate the existing literature to identify the research gaps and prepare a research proposal for scientific study.

CO4: Design a sample study employing statistical tools and techniques, develop data collection instruments comprising scale items and test their validity and reliability.

CO5: Analyze quantitative data by identifying and applying various statistical tests and interpret the results for drawing generalizations.

CO6: Write a report and present the findings in a structured manner with coherent arguments in logically persuasive style and analyze the implications for both practice and future research.

Course Contents

Unit I

Meaning, Purpose and Nature of research; Research; Problem: Formulation; Research Objectives and Research Questions; Research Process; Hypothesis: Formulation. Constructs; Variables; Review of Literature: Purpose, Types and Techniques.

(12 Hours)

Unit II

Research Design; Meaning, importance and types of research designs; Sampling: Defining target population, sampling frame, sampling units; Sampling Methods; Determining sample size; Considerations in sample design. Sampling & Non Sampling Errors.

(8 Hours)

Unit III

Questionnaire: Meaning, purpose, structured vs. unstructured questionnaires, designing questionnaire. Measurement scale: meaning, types, steps in scale formulation, reliability and validity of a measurement scale.

(10 Hours)

Unit IV

Data Analysis: Descriptive Statistics, Hypothesis Testing, Parametric and Non Parametric Tests: Analysis of Variance, Multiple and Logistic regression, Exploratory and Confirmatory Factor Analysis; Discriminant Analysis;. Report Writing: Research Report Components, Process of Report Writing.

(12 Hours)

Note: Software Tools to be used for enhanced learning.

Suggested Readings: (All Latest Editions)

1. Cooper, D. R. and Schindler P. S. Business Research Methods. Tata McGraw Hill Education Pvt. Ltd.
2. Hair, J.F., Black, W.C., Babin, B.J., Anderson, R.E. Multivariate Data Analysis. Pearson Education.
3. Montgomery, D.C. Design and Analysis of Experiments (International Student Edition). John Wiley & Sons.
4. Cochran, W.G. Sampling Techniques. John Wiley & Sons.
5. Johnson, R.A., & Wichern, D.W. Applied Multivariate Statistical Analysis New Delhi, Prentice Hall of India.
6. Zikmund, W.G. et al. Business Research Methods. New Delhi: Cengage Learning

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY
MASTER OF BUSINESS ADMINISTRATION (FINANCIAL ANALYSIS)

Marketing Management

Course Code: MFA-112

L -3:Credits-3

Objectives: This course is aimed at enabling students to understand the basic marketing concepts, processes and techniques. It will help develop and prioritise appropriate marketing strategies to meet the organizations marketing objectives and address its marketing challenges

Course Outcome (COs) :

CO1: Demonstrate an understanding of the importance of a customer-centric approach and a knowledge of the basic marketing concepts, processes and techniques.

CO2: Identify and explain the major forces in the macro and micro environment that impact marketing strategy development and implementation.

CO3: Apply key marketing concepts and tools to develop and prioritise appropriate marketing strategies to create superior customer value while meeting organizational objectives.

CO4: Demonstrate an understanding of the importance of synchronizing the elements of a customer-driven marketing strategy for a seamless customer experience.

CO5: Assess the marketing strategies in the context of changing paradigms and emerging issues and challenges due to increased focus on sustainability.

Course Contents

Unit I

Introduction to Marketing: Meaning and Scope of Marketing; Marketing Philosophies; Concept of Customer Value and Customer Satisfaction, Marketing Management Process- An Overview; Concept of Marketing Mix; Understanding Marketing Environment; Consumer Buyer Behavior; Market Segmentation, Targeting and Positioning; Overview of Competitive Marketing Strategies.

(12 Hours)

Unit II

Product and Pricing Decisions: Product Concept; Product Classifications; Product Levels; Product Differentiation; Product Mix; Product Line Decisions; Product Life Cycle- Concept & Strategies; Brand and Branding Strategies; New Product Development Process; Pricing-Pricing Objectives, Determinants of Price, Pricing Methods & Strategies.

(10 Hours)

Unit III

Promotion and Distribution Decisions: Concept of Integrated Marketing Communication; Promotion Mix-Advertising, Personal Selling, Publicity, Direct Marketing and Sales Promotion; Channels of Distribution; Functions of Intermediaries; Channel Design Decisions, Selecting Channel Members; Channel Management; Emerging Channels of Distribution. **(10 Hours)**

Unit IV

Contemporary Marketing Trends and Issues: Consumer Adoption of Innovations; Rural Marketing, Social Marketing; Sustainable Marketing; Digital Marketing; Ethical Issues in Marketing; Introduction to Marketing Analytics. **(10 Hours)**

Suggested Readings: (All Latest Editions)

1. Kotler,P., Keller, K.L. , Marketing Management, Pearson Education.
2. Lamb, C.W, Hair, J.F, Sharma, D. & Mc Daniel C., Marketing- A South Asian Perspective Edition, Cengage India Pvt. Ltd, Delhi
3. Baines, P., Fill, C., Page, K., Sinha, P.K. , Marketing: Asian Edition, Oxford University Press, New Delhi.
4. Ramaswamy, V.S and Namakumari, S. , Marketing Management: A Strategic Decision Making Approach Global Perspective Indian Context Hill , Sage
5. Walker O. C., Mullins J. & Boyd Jr. H. W., Marketing Strategy: A Decision Focused Approach, Mc Graw Hill Education.
6. Etzel, M., Walker, B., Stanton, W. and Pandit, A., Marketing Management, Mc Graw Hill Education.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (FINANCIAL ANALYSIS)**

Human Resource Management

Course Code: MFA-114 L-3 Credits-3

Objectives: The course shall enhance the understanding of varied practices and processes of managing human resource and their relevance and contribution in terms of not only organization but the other employees working therein, and also the society at large.

Course Outcome (COs):

CO1: Explain the scope and strategic significance of the Human Resources Management function, discuss and differentiate between various models of HRM.

CO2: Apply the methods and techniques of human resources planning, job design, recruitment, selection and on-boarding.

CO3: Develop performance management systems integrating performance appraisal, training and development, reward and recognition and other initiatives to create a high performance culture in organizations.

CO5: Identify contemporary issues and challenges in managing increasing diversity of workforce and apply the concepts of inclusion, employee engagement, positive psychology etc for promoting inclusive work spaces and enhancing employee engagement through positive employee experiences.

Course Contents

Unit I

Introduction to Human Resource Management: Concept of Human Resource Management, Nature, Scope, Functions of Human Resource Management (HRM), various Models of HRM, merits and demerits of different HRM models; Roles of Human Resource managers; Responsibilities of Human Resource managers. **(6 hours)**

Unit II

Human Resource Planning: Forecasting demand and supply of manpower, techniques of forecasting, Analysis of work, Designing Jobs – Job Analysis – job description and job specification, Job Evaluation – definition, objectives and methods, HR Processes: Recruitment, Selection, Induction, Socialization. Recent Developments/ Emerging Trends in HR, Use of Digital Tools by HR managers, Competency based selection. **(16 hours)**

Unit III

Development and Career Management: Training and Development-scope Importance, Types of training, Difference between raining and development, E-Learning, Development of Employees in Organization, Performance Appraisal & Performance Management – Definition Objective, Importance, Appraisal Process and Appraisal Methods, Employee Empowerment and Engagement.

(10 hours)

Unit IV

Contemporary Issues in HR: Work Life Balance – definition, importance and challenges, Human Resource Information Systems – definition, importance and scope, Happiness at work, Managing Protean career, moonlighting phenomenon, Managing Workforce Diversity – concept, benefits and challenges. **(10 hours)**

Suggested Reading: (All Latest Editions)

1. Dessler G. and Varkkey, B., Human Resource Management, Pearson Education
2. Denisi A. et al., HR: A South Asian Perspective, Cengage Learning
3. Ivancevich J.M., Human Resource Management, McGraw Hill Education
4. Aswathappa, Human Resource Management, McGraw Hill Education
5. Mathis et al., Human Resource Management: South Asian Perspective, Cengage Learning
6. Mondy W., Human Resource Management, Pearson Education

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (FINANCIAL ANALYSIS)**

Minor Project

Course Code: MFA 116

Credits-4

The Project must focus on the application of management concepts, management theory or techniques studied in the first and second semester to understand and address an organizational or social issue or challenge. The project may be based on secondary or primary sources of data. On completion of the project students are required to submit a project report.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (FINANCIAL ANALYSIS)

Professional Skill Development (NUES)

Course Code: MFA 118

L-2, T-1, Credits-3

Objectives: The course is designed to equip students with life skills such that they not only develop a holistic personality but, are also equipped to lead in the face of contemporary challenges. The students will be exposed to various techniques that help in self-management and effectively relating to others. The objective is to equip them with the requisite soft skills for smooth campus to corporate transition and enhance their digital readiness.

Course Outcome (COs)

CO1: To recognize, identify and foster self-capabilities for corporate readiness

CO2: Develop life skills such as communication, cooperation, teamwork, and resilience

CO3: Develop understanding of appropriate conduct in professional environment

CO4: Develop corporate character and holistic personality

Course Contents

Unit I

Life Skills: understanding oneself (core self-evaluation, values, ethics, personality assessment), stress management, building positive mindset, time management, work life balance, Exercises on personality development and mindfulness.

(10 hours)

Unit II

Relating to others: Interpersonal relationship assessment, management and transactional analysis, social intelligence, Johari window, Conflict management, Exercise on relationship management and active listening.

(11 hours)

Unit III

Campus to Corporate: Success at group discussion, Resume writing and feedback on resumes, Success in personal interviews, Public speaking and extempore. **(11 hours)**

Unit IV

Job Readiness: Introduction to analytics using spreadsheets, Introduction to Data Visualization, Simulation exercises through online platforms, Dream job analysis.

(10 hours)

Suggested Readings: (All Latest Editions)

1. Wadkar, Alka. Life Skills for Success. Sage Publications
2. Joshi, Gangadhar. Campus to Corporate: Tour Roadmap to Employability. Sage Publications
3. Daniel, K. Thinking, fast and slow.
4. Covey, S. R. The 7 habits of highly effective people: Powerful lessons in personal change. Simon and Schuster.
5. Berne, E. Games people play: The basic handbook of transactional analysis. Tantor eBooks.
6. Narayana, D., Ranjan, S., & Tyagi, N. Basic Computational Techniques for Data

Analysis: An Exploration in MS Excel. Sage Publications.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (FINANCIAL ANALYSIS)**

Business Analytics Lab

Course Code: MFA 120

T/P-2, Credits-1

Objectives: The course is aimed at enabling the students with hands-on exposure to the analytical tools and software to support the management in decision making.

Course Contents

Unit I

Practical exposure to Discrete and Continuous Metrics, Nominal, Ordinal, Interval and Ratio Data, Exercises on understanding different types of decision models. **(4 Hours)**

Unit II

Hands-on exercises on using Look-up functions, data validation and whatif analysis in spreadsheets, building google dashboard and Power BI dashboard. **(12 Hours)**

Unit III

Practical exposure to identification of outliers through Normal Distribution and Box Plots, Hands-on practice on Mahalanobis' Distance and Cook's D, spreadsheet modeling for business decisions (at least four exercises). **(6 hours)**

Unit IV

Building good regression models: Performing regression analysis, checking the regression model, testing regression assumptions, choosing best regression models.

Performing Principal component analysis and cluster analysis, reading results and interpreting results for problem solving and decision making.

(6 Hours)

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (FINANCIAL ANALYSIS)

MOOCs/Open Elective-

Skill Development	Employability	Entrepreneurial skills
--------------------------	----------------------	-------------------------------

Course Code: MFA 122

L-3, Credits-3

To remove rigid boundaries and facilitate new possibilities for learners in education system, study webs of active learning for young aspiring minds is India's Nation Massive Open Online Course (MOOC) platform. Massive Open Online Courses (MOOCs) are online courses which are designed to achieve the three cardinal principles of India's education policy: Access, Equity and Quality. MOOCs provide an affordable and flexible way to learn new skills, career development, changing careers, supplemental learning, lifelong learning, corporate eLearning & and deliver quality educational experiences at scale and more.

A student is required to earn 3 credits by completing quality –assured MOOC programme offered on the SWAYAM portal or any other online educational platform approved by the UGC / regulatory body from time to time at PG level. Successful Completion certificate should be submitted to respective institute for earning the course credit.

Alternatively, student can pursue any course offered in the campus by any USS at PG level with due intimation to the Program Coordinator/Dean of the School.