

Rai School of Management Studies
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Program: **MBA**
 Semester: **I**
 Course Code: **08000101**
 Course Name: **English Communication and Life Skills-I**

Teaching and Evaluation Scheme:

Teaching Scheme (Hours)			Credit	Examination Scheme			Total Marks
Lectures	Tutorials	Practical		Theory		Practical	
				Internal Assessment	End Semester Exam		
3	1	0	4	30	70	0	100

Course Objectives:	<ol style="list-style-type: none"> 1. To provide an overview of Prerequisites to Business Communication. 2. To put in use the basic mechanics of Grammar. 3. To provide an outline to effective Organizational Communication. 4. To underline the nuances of Business communication.
Course Outcomes:	<ol style="list-style-type: none"> 1. The students should be able to : Apply Verbal and Non-Verbal Communication Techniques in the Professional Environment 2. The students should be able to write correctly and properly with special reference to Letter writing 3. Prepare and present effective presentations aided by ICT tools. 4. Contribute positively to the overall growth of the organization.

Unit No.	Content	Teaching Hours	% Weight Age
1	English grammar - Parts of speech - Clauses - Formation of sentence - Tenses	15	25%
2	Business Communications - Concept of business communication & business correspondences - Classification of communication – interpersonal, intrapersonal, Oral, written, non-verbal, etc. - Principles of effective writing - Introduction to business letters	15	25%
3	Introduction To Soft Skills - Meaning, introduction to soft skills & hard skills - Interdependence and differences between soft skills & hard skills - Merits of possessing soft skills	15	25%

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	- Significant Soft skills and ways to develop Soft skills such as Time Management & Stress Management		
4	Presentation Skill <ul style="list-style-type: none"> - Presentation styles - Structure and guideline for making a presentation - Common flaws and overcoming them - Body language and tips for giving a presentation & Presentation tips - Personality development - Interview Skills: Gestures, Body Languages, Pre-interview preparation, Do & Don't at Interview 	15	25%

Books Recommended:		
Title of the Book	Author/s	Publisher/Publication
Business Communication	Asha Kaul.	PHL Learning Pvt. Ltd. – New Delhi
Soft skills – Know Thyself And Know The World	Dr. K. Alex	S.Chand
High School English Grammar & Composition	Wren Martin	Tata McGraw Hill
Learn English vocabulary at a Glance	Dr. Rakesh Bharadwaj	Evincepub Publishing
Reading Resources and Research References:		
R1:. Communication Skills in English AICTE Prescribed Textbook – English By Anjana Tiwari		
R2 : Life Skills Education for Youth Critical Perspectives By Joan DeJaeghere, Erin Murphy-Graham		
Mode of Evaluation	Internal and External	
Recommended by the Board of Studies		
Date of Approval by the Academic Council		

Program: **MBA**
 Semester: **I**
 Course Code: **08990101**
 Course Name: **Introduction to Management and Organizational Behavior**

Teaching and Evaluation Scheme:

Teaching Scheme (Hours)			Credit	Examination Scheme			Total Marks
Lectures	Tutorials	Practical		Theory		Practical	
				Internal Assessment	End Semester Exam		
3	1	0	4	30	70	0	100

Course Objectives:	<ol style="list-style-type: none"> 1. To sensitize the students about how Organizations can be made more effective through improving its human resource. 2. Develop basic behavioral science skills of the students as future practitioners of OD. 3. Help Students understand and apply basic concepts and processes that form the core of Organization development. 4. To study the interpersonal communication process to increase students' effectiveness as communicators.
Course Outcomes:	<ol style="list-style-type: none"> 1. To analyze and compare different models used to explain individual behavior related to motivation and rewards. 2. To identify the processes used in developing communication and resolving conflicts. 3. To explain group dynamics and demonstrate skills required for working in groups (team building) 4. Students will be able to determine appropriate leadership styles to use in particular situations.

Unit No.	Content	Teaching Hours	% Weight Age
1	Basic concepts of management Definition Need and Scope Different schools of management thought - Behavioral, Scientific, Systems, Contingency Contribution of Management Thinkers: - Fredrick Taylor, Henry Fayol, Elton Mayo	15	25%

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2	Functions of Management a) Planning – Concept- Nature- Importance- Steps- Limitations- b) Organizing - Concept- Nature- Importance- Principles- Centralization- Decentralization- Organization Structures- Line and Staff Authority- Functional- Product- Matrix- Geographical- Customer- New Forms of Organization – Virtual- c) Staffing - Concept- Nature- Importance- Steps. d) Directing – Concept- Nature- Importance e) Controlling - Concept- Nature- Importance- Process of controlling- Control Techniques f) Decision making: Concept- Nature- Importance- and Process. Types of decisions- Problems in Decision Making	15	25%
3	Introduction to organizational Behavior (OB) <ul style="list-style-type: none"> - Nature - Scope - Importance - Role of OB - Perspectives of OB Learning <ul style="list-style-type: none"> - Meaning - How learning occurs - Theories - Principles of learning Personality: <ul style="list-style-type: none"> - Nature - Theories - Determinants of personality Leadership <ul style="list-style-type: none"> - Concept - Nature - Importance - Attributes of a leader - Developing leaders across the organization- Leadership Grid 	15	25%
4	Motivation: <ul style="list-style-type: none"> - Nature - Importance - Challenge - Theories Work Stress: <ul style="list-style-type: none"> - Meaning, How stress occurs, Remedies to resolve stress - Perception and Attribution (Meaning, Factors, Perceptual process) - Organizational Change (Nature, importance, types, resistance to change, the change process) 	15	25%

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Books Recommended:		
Title of the Book	Author/s	Publisher/Publication
1.Organizational Behavior	Stephen P Robbins	Prentice Hall
2.Organizational Behavior	K Ashwathappa	Himalaya Publishing House
3. Management –Concept- practice and Cases	Karminder Ghuman and K.Aswathapa	Tata McGraw Hill 1 st Edition
4.Business Policy and Strategic Management	Willam F. Gluch	Frank Bros & Co.-
5. Management a Global Perspective	Koontz	Tata Mc Graw Hill
Reading Resources and Research References:		
R1:. Fred Luthans, Organisational Behavior, McGraw Hill, 11th Edition		
R2 : Schermerhorn, Hunt and Osborn, Organisational behavior, John Wiley, 9th Edition		
Mode of Evaluation	Internal and External	
Recommended by the Board of Studies		
Date of Approval by the Academic Council		

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Program: **MBA**
Semester: **I**
CourseCode: **08000102**
CourseName: **Information Technology for Managers**

TeachingandEvaluationScheme:

TeachingScheme(Hours)			Credit	ExaminationScheme			Total Marks
Lectures	Tutorials	Practical		Theory		Practical	
				InternalAssessment	EndSemesterExam		
3	0	2	4	30	70	50	150

CourseObjective:	<ol style="list-style-type: none"> 1. The Information Technology focuses on preparing students meeting their needs within an organizational and societal context through the selection, creation, application, integration and administration of computing technologies. 2. This course prepares the student to become skilled in networks and communications systems, databases, Internet and Web technologies, security and project management, and have a strong grasp of business concepts and technical communications. 3. To enable them to apply information technology principles to real-world problems. 4. To recognize professional responsibilities and make informed judgments in computing practice based on legal and ethical principles.
CourseOutcome:	<ol style="list-style-type: none"> 1. Be able to design, implement, and evaluate a computer-based system, process, component, or program to meet desired needs, 2. Be able to function effectively on teams to accomplish a common goal. 3. Analyse a complex computing problem and to apply principles of computing and other relevant disciplines to identify solutions. 4. Identify and analyze user needs to apply in the selection, creation, integration, evaluation, and administration of computing-based systems.

Unit No.	Content	Teaching Hours	% Weight Age
1	Computer Hardware System& Computer Software Concepts and generation of computer , CPU, Computer Memory and Mass Storage Devices, Input Technologies, Output Technologies Application and System Software , Assemblers, Compilers and Interpreters, Process of Software Development. Data Analysis using Spreadsheets	15	25%

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2	Operating Systems Functions of Operating Systems , Types of Operating Systems (Batch Processing, Multi-tasking, Multi programming and Real time Systems) DBMS , Advantages and Disadvantages of DBMS, Data Models, Entity, Attributes, Relationship, Keys, E-R Model	15	25%
3	Data Communication and Networks Concepts of Data Communication , Types of Data-Communication, Communications Media, Concepts of Computer Networks, Primary Network Topologies Intranet and Extranets : Operation of the Internet, Services provided by HTML Internet, World Wide Web, Creating Web Pages using HTML, Intranets and Extranets.	15	25%
4	Functional and Enterprise Systems Data, Information and Knowledge Concepts, Decision Making Process, Physical Components of Information Systems, Computer N/W: Need for computer networking (LAN and WAN) their characteristics, features and uses; Networking goals and applications; International, national, public and private	15	25%

Note:

1. The General Purpose Software referred in this course will be notified by the University Departments every three years. If the specific features, referred in the detailed course above, is not available in that software, to that extent it will be deemed to have been modified.
2. There shall be a practical examination of 50Marks (Practical-30 Marks, Viva-10 Marks and Lab Manual- 10 Marks) and duration of Examination shall be 2 Hrs.
3. Teaching arrangement need to be made in the computer Lab.
4. There shall be three lectures per class and 2 Practical Lab periods per batch to be taught in computer Lab.

ListofExperiments:		
BooksRecommended:		
TitleoftheBook	Author/s	Publisher/Publication
Introduction to Information Technology	Turban, Rainer and Potter	John & Wiley Sons.
Fundamentals of Information Technologies	Alex Leon & Mathew Leon	Vikas Publishing House Pvt. Ltd
Principles of Information Systems- A Managerial Approach	Ralph M. Stair& George W. Reynolds	Thomson Course Technology
Information Technology for Management	Ramesh Behl	McGraw-Hill Companies
Management Information System	Ken Laudon, Jane Laudon &RajnishDass	Pearson
Information Technology for Management	B. Muthukumaran	Oxford
ReadingResourcesandResearchReferences:		
ModeofEvaluation	Internal andExternal	
RecommendedbytheBoardofStudies		
DateofApprovalbytheAcademicCouncil		

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Program: **MBA**
 Semester: **I**
 Course Code: **08990103**
 Course Name: **Managerial Economics**

Teaching and Evaluation Scheme:

Teaching Scheme (Hours)			Credit	Examination Scheme			Total Marks
Lectures	Tutorials	Practical		Theory		Practical	
				Internal Assessment	End Semester Exam		
3	1	0	4	30	70	0	100

Course Objectives:	1.To understand the Nature, Scope and Significance of Managerial Economics, its relationship with other Disciplines. 2. To identify the Role of Managerial Economics in Decision Making. 3. To understand the role of international trade, international finance and exchange rates determination. 4. To analyze the concept of price and non-price competition used by the sellers
Course Outcomes:	Upon successful completion of the course, students will be able to: 1. Apply the knowledge of the mechanics of supply and demand to explain working of markets 2. Describe how changes in demand and supply affect markets 3. Understand the choices made by a rational consumer 4. Define key characteristics and consequences of different forms of markets

Unit No.	Content	Teaching Hours	% Weight Age
1	Introduction to Managerial Economics Nature and Scope- Fundamental Concepts: Incremental reasoning, Concept of Time Perspective, Discounting Principle, Opportunity Cost Principle, Equi -Marginal Concept,-Theory of Firm	15	25%
2	Demand Analysis and Forecasting Concepts of Demand, Supply, Determinants of Demand and Supply, Elasticities of Demand and Supply- Methods of demand forecasting for established and new products.	15	25%
3	Cost and Production Analysis Cost: Concept and types, Cost-Output Relationships, Cost Estimation, Reduction and Control- Economies and Diseconomies of Scale- Law of Variable Proportions- Returns to Scale- Isoquants,-Cobb-Douglas and CES Production functions.	15	25%

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4	Theory of Pricing Price determination under Perfect Competition, Monopoly, Oligopoly and Monopolistic Competitions- Methods of Pricing- Game Theory basics- Dominant Strategy-Nash Equilibrium and Prisoner's Dilemma. Macro Economics and Business: Concept, Nature and Measurement of National Income- Inflation: Types, Causes and measurement of inflation- Philips curve- Stagflation-Theory of Employment- Business cycles: Policies to counter Business Cycles.	15	25%
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Books Recommended:		
Title of the Book	Author/s	Publisher/Publication
1. Principles of Economics	Mithani D.M.	Himalaya Publishing House, 2005
2. Managerial Economics	Dwivedi D.N.	Vikas Publication, 7th Edition
3. Managerial Economics	Ravikesh Srivastava	Oxford University Press
Reading Resources and Research References:		
Mode of Evaluation	Internal and External	
Recommended by the Board of Studies		
Date of Approval by the Academic Council		

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Program: **MBA**
 Semester: **I**
 Course Code: **08990104**
 Course Name: **Marketing Management - I**

Teaching and Evaluation Scheme:

Teaching Scheme (Hours)			Credit	Examination Scheme			Total Marks
Lectures	Tutorials	Practical		Theory		Practical	
				Internal Assessment	End Semester Exam		
3	1	0	4	30	70	0	100

Course Objectives:	1. To understand the concepts of marketing management 2. To learn about marketing process for different types of products and services 3. To understand the tools used by marketing managers in decision situations 4. To understand the marketing environment.
Course Outcomes:	1. Students can critically evaluate the key analytical frameworks and tools used in marketing 2. They will be able to apply key marketing theories, frameworks and tools to solve Marketing problems 3. Students will utilize information of a firm's external and internal marketing environment to identify and prioritize appropriate marketing strategies 4. Exercise critical judgement through engagement and reflection with existing marketing literature and new developments in the marketing environment

Unit No.	Content	Teaching Hours	% Weight Age
1	Introduction to Marketing and Marketing Management - Marketing Concepts - Marketing Process Marketing mix - Marketing environment - Consumer Markets and buying behaviour - Market segmentation and targeting and positioning.	15	25%
2	Product Decisions - Concept of a Product - Product mix decisions - Brand Decision - New Product Development - Sources of New Product idea - Steps in Product Development - Product Life Cycle strategies - Stages in Product Life Cycle Price Decisions	15	25%

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	<ul style="list-style-type: none"> - Pricing objectives - Pricing policies and constraints - Different pricing method - New product pricing, Product Mix pricing strategies and Price adjustment strategy 		
3	<p>Channel Decision</p> <ul style="list-style-type: none"> - Nature of Marketing Channels - Types of Channel flows - Channel functions - Functions of Distribution Channel - Structure and Design of Marketing Channels - Channel co-operation, conflict and competition - Retailers and wholesalers. 	15	25%
4	<p>Promotion Decision</p> <ul style="list-style-type: none"> - Promotion mix - Advertising Decision - Advertising objectives - Difference between Advertising and Sales Promotion - Developing Advertising Programme - Role of Media in Advertising - Advertisement effectiveness - Sales force Decision - Direct Marketing - Digital Marketing 	15	25%

Books Recommended:		
Title of the Book	Author/s	Publisher/Publication
1. Marketing Management- Global Perspective Indian Context	V S Ramaswamy & S Namakumari	Macmillan
2. Marketing Management – A South Asian Perspective	Philip Kotler, Kevin Lane Keller, Abraham Koshy & Mithileshwar Jha	Pearson
3. Rural Marketing	R.V Badi & N.V. Badi	Himalaya Publication House
4. Sherlekar 's Marketing Management Concepts and Cases.	S.A. Sherlekar & R Krishnamoorthy	Himalaya Publication House
Reading Resources and Research References:		
Mode of Evaluation	Internal and External	
Recommended by the Board of Studies		
Date of Approval by the Academic Council		

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Program: **MBA**
 Semester: **I**
 Course Code: **08990102**
 Course Name: **Accounting for Managers**

Teaching and Evaluation Scheme:

Teaching Scheme (Hours)			Credit	Examination Scheme			Total Marks
Lectures	Tutorials	Practical		Theory		Practical	
				Internal Assessment	End Semester Exam		
3	1	0	4	30	70	0	100

Course Objectives:	<ol style="list-style-type: none"> 1. To help the students to develop cognizance of the importance of accounting in organization financial statements 2. To enable students to describe how people analyze the corporate financial under different Conditions and understand why people describe the financial statements in different manner. 3. To provide the students to analyze specific characteristics of Logistics Management Accounting and their future action for expenses and income 4. To enable students to synthesize related information and evaluate options for most logical and optimal solution such that they would be able to predict and control cost incurrence and improve results.
Course Outcomes:	<ol style="list-style-type: none"> 1. Demonstrate the applicability of the concept of Accounting to understand the managerial decisions and financial statements 2. Apply the Financial Statement Analysis associate with Financial Data in the organization. 3. Analyze the complexities associated with management of cost of product and services in the Organization 4. Demonstrate how the concepts of accounting and costing could integrate while identification and resolution of problems pertaining to organizations.

Unit No.	Content	Teaching Hours	% Weight Age
1	Introduction to Financial accounting: Objectives and Importance of Accounting, Accounting concepts, Principles - Accounting Cycle: Journal - Subsidiary Books - Ledger Posting - Preparation of Trial Balance Classification of Capital and Revenue expenses, Preparation of Final Accounts (with and without adjustments), Preparation of balance sheet.	15	25%

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2	<p>Cash & Fund flow statement Understand the Meaning of Cash Flows Operational & Financial and Investing Activities Understand the Differences in cash and non-cash transactions.</p> <p>Fund flow statement: Meaning - Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis.</p> <p>Inventory Control Inventory valuation, EOQ - ABC Analysis, JIT - Activity based costing.</p>	15	25%
3	<p>Ratio analysis Types, Computation and Applications Ratio Analysis- Solvency Ratios, Profitability Ratios, Activity Ratios, Liquidity Ratios, Market Capitalization Ratios.</p>	15	25%
4	<p>Introduction to Cost Accounting and Cost Concepts Interface of Financial Accounting with Cost Accounting, Types and segregation of Costs, (variable, fixed, sunk, marginal, opportunity), Cost Units -Cost Centers. Cost-Volume-Profit Analysis: Cost-Volume-Profit Relationship (BEP, Contribution, margin of safety) Concept of Marginal Costing, Distinction between Marginal and Absorption Costing, Standard Costing and Variance Analysis: Material and Labour.</p>	15	25%

Books Recommended:		
Title of the Book	Author/s	Publisher/Publication
1. Accounting for Management	Maheshwari & S.N. Mittal	Sultan Chand & Sons
2. Management Accounting	M. Y. Khan and P. K. Jain	Tata Mc Grew Hill
3. Cost Accounting	A Managerial Emphasis, Horngren, Datar, Foster, Rajan, Itner	Pearson Education
4. Accounting For Managers	Dr. Sakshi Vasudeva	Galgotia Publishing company
Reading Resources and Research References:		
Mode of Evaluation	Internal and External	
Recommended by the Board of Studies		
Date of Approval by the Academic Council		

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Program: **MBA**
Semester: **I**
CourseCode: **08000102**
CourseName: **Information Technology for Managers**

TeachingandEvaluationScheme:

TeachingScheme(Hours)			Credit	ExaminationScheme			Total Marks
Lectures	Tutorials	Practical		Theory		Practical	
				InternalAssessment	EndSemesterExam		
3	0	2	4	30	70	50	150

CourseObjective:	<ol style="list-style-type: none"> 1. The Information Technology focuses on preparing students meeting their needs within an organizational and societal context through the selection, creation, application, integration and administration of computing technologies. 2. This course prepares the student to become skilled in networks and communications systems, databases, Internet and Web technologies, security and project management, and have a strong grasp of business concepts and technical communications. 3. To enable them to apply information technology principles to real-world problems. 4. To recognize professional responsibilities and make informed judgments in computing practice based on legal and ethical principles.
CourseOutcome:	<ol style="list-style-type: none"> 1. Be able to design, implement, and evaluate a computer-based system, process, component, or program to meet desired needs, 2. Be able to function effectively on teams to accomplish a common goal. 3. Analyse a complex computing problem and to apply principles of computing and other relevant disciplines to identify solutions. 4. Identify and analyze user needs to apply in the selection, creation, integration, evaluation, and administration of computing-based systems.

Unit No.	Content	Teaching Hours	% Weight Age
1	Computer Hardware System& Computer Software Concepts and generation of computer , CPU, Computer Memory and Mass Storage Devices, Input Technologies, Output Technologies Application and System Software , Assemblers, Compilers and Interpreters, Process of Software Development. Data Analysis using Spreadsheets	15	25%

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2	Operating Systems Functions of Operating Systems , Types of Operating Systems (Batch Processing, Multi-tasking, Multi programming and Real time Systems) DBMS , Advantages and Disadvantages of DBMS, Data Models, Entity, Attributes, Relationship, Keys, E-R Model	15	25%
3	Data Communication and Networks Concepts of Data Communication , Types of Data-Communication, Communications Media, Concepts of Computer Networks, Primary Network Topologies Intranet and Extranets : Operation of the Internet, Services provided by HTML Internet, World Wide Web, Creating Web Pages using HTML, Intranets and Extranets.	15	25%
4	Functional and Enterprise Systems Data, Information and Knowledge Concepts, Decision Making Process, Physical Components of Information Systems, Computer N/W: Need for computer networking (LAN and WAN) their characteristics, features and uses; Networking goals and applications; International, national, public and private	15	25%

Note:

1. The General Purpose Software referred in this course will be notified by the University Departments every three years. If the specific features, referred in the detailed course above, is not available in that software, to that extent it will be deemed to have been modified.
2. There shall be a practical examination of 50Marks (Practical-30 Marks, Viva-10 Marks and Lab Manual- 10 Marks) and duration of Examination shall be 2 Hrs.
3. Teaching arrangement need to be made in the computer Lab.
4. There shall be three lectures per class and 2 Practical Lab periods per batch to be taught in computer Lab.

ListofExperiments:		
BooksRecommended:		
TitleoftheBook	Author/s	Publisher/Publication
Introduction to Information Technology	Turban, Rainer and Potter	John & Wiley Sons.
Fundamentals of Information Technologies	Alex Leon & Mathew Leon	Vikas Publishing House Pvt. Ltd
Principles of Information Systems- A Managerial Approach	Ralph M. Stair& George W. Reynolds	Thomson Course Technology
Information Technology for Management	Ramesh Behl	McGraw-Hill Companies
Management Information System	Ken Laudon, Jane Laudon &RajnishDass	Pearson
Information Technology for Management	B. Muthukumaran	Oxford
ReadingResourcesandResearchReferences:		
ModeofEvaluation	Internal andExternal	
RecommendedbytheBoardofStudies		
DateofApprovalbytheAcademicCouncil		

Course **MBA**
 Semester **II**
 Subject Code **08990201**
 Subject Name **Financial Management**

Teaching and Evaluation Scheme:

Teaching Scheme (Hrs.)			Credit	Examination Scheme			Total Marks
Lecture	Tutorial	Practical		Theory		Practical	
				Internal Assessment	End Semester Exam		
3	1	0	4	30	70	0	100

Course Objectives:	1. Provide an in-depth view of the process in financial management of the firm 2. Develop knowledge on the allocation, management and funding of financial resources. 3. Improving students' understanding of the time value of money concept and the role of a financial manager in the current competitive business scenario. 4. Enhancing student's ability in dealing short-term dealing with day-to-day working capital decision; and also longer-term dealing, which involves major capital investment decisions and raising long-term finance.
Course Outcomes:	1. Apply the concepts of finance in practical mode 2. Assess various financial management decision 3. Interpret the published financial data pinpointing companies' strengths and weaknesses, thereby contributing to business units' value creation role. 4. Acquire the competence and skill in financial planning and controlling 5. Enhance employability related to financial management

Unit No.	Content	Teaching Hours	% Weightage
1	Overview of Financial Management Meaning, Objectives, Scope, Role and Functions of Financial Management (Financial Decisions). Financial Goal - Profit Maximization versus Shareholders' Wealth Maximization. Time value of Money: (theory and numerical) Concepts, Compounding, Discounting, Annuities. Sources of Long-Term Finance:	15	25%

	<p>Introduction to Equity Shares, Preference Shares and Debentures, Term loan.</p> <p>Leverage Analysis: Concept of leverage Measuring of leverage Operating & financial and total leverage.</p>		
2	<p>Capital expenditure decision & Capital Budgeting Nature of investment of capital The process of capital budgeting Financial appraisal of a project by Various methods Appraisal criteria Discounted and Non-discounted methods (PBP, IRR, ROR, NPV, and Profitability Index).</p> <p>Capital Structure Theories: Meaning of capital structure Factors effecting capital structure Theories of capital structure (Net income approach, Net operating income approach, Traditional approach, Modigliani miller model).</p>	15	25%
3	<p>Cost of Capital The meaning of cost of capital Cost of different sources of finance Concept and importance Cost of debenture Term loans & equity capital. Calculation of overall cost of capital (Based on historical and market rates).</p> <p>Dividend Policy: Concept of retained earnings and plough back of profits Relevance and Irrelevance Theories of dividend decision: Walter's Model Gordon's Model and Modigliani Miller Model Factors affecting dividend decision</p>	15	25%
4	<p>Overview of Working Capital Decision Concept – components Need & factors affecting working capital requirement Introduction to Working Capital Financing.</p> <p>Working Capital Management: Introduction – component – objectives - factors effecting WC - Important WC Ratios.</p> <p>Management of Cash and receivables: Difference between Profits and Cash–Need for and Objectives of Cash Management –Factors for Efficient Cash Management - Purpose of receivables - cost of maintaining receivables - credit period - cash discount - monitoring receivables.</p>	15	25%

Books Recommended		
Title of the Book	Author	Publication
1. Financial Management	Khan & Jain	McGraw Hill
2. Strategic Financial Management	Ravi M Kishore	Taxmann
3. Financial Management	Prasanna Chandra	Tata McGraw Hill
4. Financial Management	I M Pandey	Vikas Publishing
5. Basic Financial Management	Saha, Tapas Ranjan	World Press
6. Corporate Finance	Damodaran	Wiley
Reading Resources and Research References		
Mode of Evaluation		Internal and External
Recommended by the Board of Studies		
Date of Approval by the Academic Council		

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 Program: **MBA**

 Semester: **III**

 Course Code: **08020301**

 Course Name: **Advance Financial Services**

 Specialization: **Finance (Major)**
Teaching and Evaluation Scheme:

Teaching Scheme (Hours)			Credit	Examination Scheme			Total Marks
Lectures	Tutorials	Practical		Theory		Practical	
				Internal Assessment	End Semester Exam		
3	1	0	4	30	70	0	100

Course Objectives:	<ol style="list-style-type: none"> To help the students to develop cognizance of the importance of Financial Management in corporate valuation To enable students to describe how people analyze the corporate leverage under different conditions and understand why people value different corporates in different manner. To provide the students to analyze specific characteristics of Supply Chain Industry and their future action for cash flow To enable students to synthesize related information and evaluate options for most logical and optimal solution such that they would be able to predict and control Debt Equity incurrence and improve results.
Course Outcomes:	<ol style="list-style-type: none"> Demonstrate the applicability of the concept of Financial Management to understand the managerial Decisions and Corporate Capital Structure Apply the Leverage and EBIT, EPS Analysis associate with Financial Data in the corporate Analyses the complexities associated with management of cost of funds in the capital Structure 4. Demonstrate how the concepts of financial management and investment, financing and dividend policy decisions could integrate while identification and resolution of problems pertaining to LSCM Sector

Unit No.	Content	Teaching Hours	% Weight Age
1	Indian Financial System Introduction to Indian Financial System Formal and Informal Sectors, Components of Formal Financial System including Financial Markets, Financial Institutions, Financial Services and Financial Instruments. Financial Inclusion and Exclusion Introduction to Financial Services: Meaning, Characteristics, Distinctiveness and Classification of Financial Services.	15	25%

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2	Financial Markets Money Market and Instruments, Capital Market: Primary and Secondary Market, Overview of Foreign Exchange Market Regulation of Financial System: Role of RBI, SEBI, IRDA	15	25%
3	Factoring and Forfaiting Housing finance, Merchant Banking and Issue Management Stock Broking Credit Rating Custodial and Depository Service Leasing and Hire Purchase Mutual Fund: Concept, Types, Structure of Mutual Fund, Mutual Fund Schemes	15	25%
4	Banking: Introduction to Banking Structure NBFCs: Types and Overview of regulations for NBFCs in India Specialized Financial Services – Microfinance, Venture Capital, Private Placement, Private Equity, Securitization & Asset Reconstruction Company, Overview of Credit Information Reporting	15	25%

Books Recommended:		
Title of the Book	Author/s	Publisher / Publication
1. Indian Financial System	Bharti Pathak	Pearson
2. Financial Services	Thummuluri Siddaiah	Pearson
3. Financial Services & System	K Sasidharan, Alex K Mathews	McGraw Hill
4. Indian Financial Systems	M Y Khan	McGraw Hill
5. Financial Markets & Services	E. Gordon & K. Natarajan	Himalaya Publication
6. Financial Institution and Markets	L M Bhole, JitendraMahakud	McGraw Hill
7. Indian Financial System	Sujatra Bhattacharyya	Oxford
Reading Resources and Research References:		
Mode of Evaluation	Internal and External	
Recommended by the Board of Studies		
Date of Approval by the Academic Council		

Program: **MBA**

 Semester: **III**

 Course Code: **08020302**

 Course Name: **Corporate Restructuring**

 Specialization: **Finance (Major)**
Teaching and Evaluation Scheme:

Teaching Scheme (Hours)			Credit	Examination Scheme			Total Marks
Lectures	Tutorials	Practical		Theory		Practical	
				Internal Assessment	End Semester Exam		
3	1	0	4	30	70	0	100

Course Objectives:	<ol style="list-style-type: none"> 1. To develop the perspective of financial policy as a subset of corporate strategy and to have an insight into financial decisions 2. In addition, the course aims to familiarize students with various techniques of corporate restructuring, and valuation methods and their application used by corporate in real life. 3. To develop an understanding of Mergers and Acquisitions (M&A) as a significant economic activity taking place in today's economy. 4. To understand the Economic, financial, and strategic reasons for corporate restructurings
Course Outcomes:	<ol style="list-style-type: none"> 1. Understand the role and strength of corporate restructuring for growth. 2. Facilitate the understanding of process and economic rationales of various corporate restructuring tools such as takeovers, acquisitions, joint ventures, disinvestments, amalgamations, buyback of shares, mergers, demergers, reverse mergers, etc. 3. Able to understand the anti-takeover strategies to avoid hostile acquisition. 4. Enable the student to acquire analytical skills in analysing real-world cases in the need for corporate restructuring in a respective venture.

Unit No.	Content	Teaching Hours	% Weight Age
1	Introduction to Corporate Restructuring <ul style="list-style-type: none"> - Fundamental Concept of corporate restructuring - Different forms of corporate restructuring - Motives & applications of corporate restructuring - Mergers & - Acquisitions & Takeover - Defense Tactics & Friendly vs. Hostile Takeovers 	15	25%
2	Accounting - Taxation & legal aspects of M&A <ul style="list-style-type: none"> - Accounting for Mergers & Demergers - Competition Act for M&A - SEBI's rules & regulations for M&A 	15	25%

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	<ul style="list-style-type: none"> - Share Buyback guidelines - Calculations of exchange ratio 		
3	Dimensions of Corporate Restructuring <ul style="list-style-type: none"> - Corporate Restructuring including buy-back of shares & Divestiture - Financial Restructuring - Alliances & Joint Ventures - Employee Stock Ownership - Going Private & Leveraged Buyouts - Cross-Border Merger s & Acquisitions - De-Merger 	15	25%
4	Valuation Aspects of M&A <ul style="list-style-type: none"> - Fundamental and methods of valuation - Calculations of financial synergy and return - Different approaches of valuation - Comparable company & transaction analysis method - DCF - Real Option method - Formula approach for valuation and other important methods of valuation - Valuation of Brands - Funding Options for M&A 	15	25%

Books Recommended:		
Title of the Book	Author/s	Publisher/Publication
1. Mergers Acquisitions And Corporate Restructuring	Prasad Gajanan Godbole	Vikas Publication
2. Mergers & Acquisitions	Rajinder S. Arora & Shard Kale	Oxford Publication
3. Mergers & Acquisitions	Nishikantha Jha- Nishikantha Jha	Tata McGraw Hill
4. Mergers & Acquisitions & Valuations	Kamal Goshray	Vikas Publishing
Reading Resources and Research References:		
Mode of Evaluation	Internal and External	
Recommended by the Board of Studies		
Date of Approval by the Academic Council		

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 Program: **MBA**

 Semester: **III**

 Course Code: **08020303**

 Course Name: **Introduction to Financial Services and Corporate Restructuring**

 Specialization: **Finance (Minor)**
Teaching and Evaluation Scheme:

Teaching Scheme (Hours)			Credit	Examination Scheme			Total Marks
Lectures	Tutorials	Practical		Theory		Practical	
				Internal Assessment	End Semester Exam		
3	1	0	4	30	70	0	100

Course Objectives:	<ol style="list-style-type: none"> 1. To provide basic understanding of the working of Indian financial systems and the management of non-banking financial services. 2. To develop the perspective of financial policy as a subset of corporate strategy and to have an insight into financial decisions 3. To familiarize students with various techniques of corporate restructuring, and valuation methods and their application used by corporate in real life. 4. To explain various facets of the corporate restructuring process and discuss the impact of reorganization on companies
Course Outcomes:	<ol style="list-style-type: none"> 1. Ability to understand practical applications of investment and portfolio theories. 2. Development of skills required to act as financial analyst or consultant having thorough knowledge of financial analysis, risk management, portfolio theory and insurance etc. 3. Learners will illustrate the accounting treatment in the nature of merger and purchase and computation of purchase consideration 4. students will identify the changes in internal and external aspects of reorganization

Unit No.	Content	Teaching Hours	% Weight Age
1	Indian Financial System <ul style="list-style-type: none"> - Introduction to Indian Financial System - Formal and Informal Sectors, - Components of Formal Financial System including Financial Markets, - Financial Institutions, - Financial Services and Financial Instruments - Financial Inclusion and Exclusion Introduction to Financial Services: <ul style="list-style-type: none"> - Meaning, Characteristics, Distinctiveness and Classification of Financial Services. 	15	25%
2	Financial Markets <ul style="list-style-type: none"> - Money Market and Instruments, - Capital Market: 	15	25%

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	<ul style="list-style-type: none"> - Primary and Secondary Market, - Overview of Foreign Exchange Market Regulation of Financial System: <ul style="list-style-type: none"> - Role of RBI, SEBI, IRDA 		
3	Dimensions of Corporate Restructuring <ul style="list-style-type: none"> - Corporate Restructuring including buy-back of shares & Divestiture - Financial Restructuring - Alliances & Joint Ventures - Employee Stock Ownership - Going Private & Leveraged Buyouts - Cross-Border Merger s & Acquisitions - De-Merger 	15	25%
4	Valuation Aspects of M&A <ul style="list-style-type: none"> - Fundamental and methods of valuation - Calculations of financial synergy and return - Different approaches of valuation - Comparable company & transaction analysis method - DCF - Real Option method - Formula approach for valuation and other important methods of valuation - Valuation of Brands - Funding Options for M&A 	15	25%

Books Recommended:		
Title of the Book	Author/s	Publisher/Publication
1. Mergers Acquisitions And Corporate Restructuring	Prasad Gajanan Godbole	Vikas Publication
2. Mergers & Acquisitions	Rajinder S. Arora, Shard Kale	Oxford Publication
3. Financial Markets And Services	Gordon, Natarajan	Himalaya Publishing House
4. Financial Markets & Services	Harold Koontz & Weihrich	Tata Mc Graw Hill
5. Financial Institutions & Markets	L M Bhole	Tata Mc Graw Hill
6. Financial Services	M Y Khan	Tata Mc Graw Hill
7. Management Of Indian Financial Institutions	R.M.Srivastav, Divya Nigam	
Reading Resources and Research References:		
Mode of Evaluation	Internal and External	
Recommended by the Board of Studies		
Date of Approval by the Academic Council		

Course **MBA**
 Semester **IV**
 Subject Code **08020402**
 Subject Name **Corporate Tax Planning and Management**
 Specialization: **Finance (Major)**

Teaching and Evaluation Scheme:

Teaching Scheme (Hrs.)			Credit	Examination Scheme			Total Marks
Lecture	Tutorial	Practical		Theory		Practical	
				Internal Assessment	End Semester Exam		
3	1	0	4	30	70	0	100

Course Objectives:	1.To enable the students to identify the basic concepts, definitions and terms related to Income Tax. To enable the students to determine the residential status of an individual and scope of total income. To understand Tax Planning, Tax Management, Tax Avoidance and Tax Evasion. 2.To enable the students to compute income under various heads namely income from salaries. 3.To enable the students to compute income under various heads house property, to enable the students to compute income under various heads business/ profession. 4.To enable the students to compute income under various heads capital gains and income from other sources.
Course Outcomes:	1.Ability to apply corporate tax provisions and financial planning tools to corporate world. Students would identify the technical terms related to Income Tax. 2.Students would determine the residential status of an individual and scope of total income. 3.Students would compute income from salaries, house property, business/profession, capital gains and income from other sources. 4.Students would compute the net total income of an individual. 5.Student would able to recommend tax planning and tax management.

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Unit No.	Content	Teaching Hours	% Weight age
1	Corporate Tax in India: Definitions - Residential Status and Tax Incidence - Tax Planning - Tax Management - Tax Avoidance and Tax Evasion.	15	25%
2	Computation of Total Income under Various Heads: Salaries	15	25%
3	Computation of Total Income under Various Heads: Income from House Property - Profit and Gains of Business or Profession.	15	25%
4	Computation of Total Income under Various Heads: Capital Gains - Income from Other Sources.	15	25%

Books Recommended		
Title of the Book	Author	Publication
1. Corporate Tax Planning And Business Tax Procedures	Dr. Vinod K Singhania & Dr Monica Singhania	Taxmann Publication
2. Direct Tax Laws & Practices	Girish Ahuja & Ravi Gupta	Bharat Law House
3. Corporate Taxation In A Dynamic World	Paolo M Panteghini	Springer
4. Corporate Tax Planning	E.A. Srinivas	Tata McGraw Hill
5. Direct Taxes Laws Practice	Bhagwati Prasad	Wishwa Prakashan
6. Commentaries on the Law of Income- Tax in India	V.S. Sundaram	Law Publishers, Allahabad.
Reading Resources and Research References		
Mode of Evaluation	Internal and External	
Recommended by the Board of Studies		
Date of Approval by the Academic Council		

Course: **MBA**
 Semester: **IV**
 Subject Code: **08020401**
 Subject Name: **Security Analysis & Portfolio Management**
 Specialization: **Finance (Major)**

Teaching and Evaluation Scheme:

Teaching Scheme (Hrs.)			Credit	Examination Scheme			Total Marks
Lecture	Tutorial	Practical		Theory		Practical	
				Internal Assessment	End Semester Exam		
3	1	0	4	30	70	0	100

Course Objectives:	1. To understand about Risk and return in investment. To know about the Investment process. 2. To understand and apply about security analysis and security valuation aspects. 3. To understand various capital market theories. 4. To understand portfolio management, fixed income securities.
Course Outcomes:	1. Understand the investment markets and securities. 2. Construction of optimal portfolios and evaluate the performance. 3. Interpretation of the published financial data to project future earning of firms. 4. Identify the macro, micro variables for industry analysis and company analysis.

Unit No.	Content	Teaching Hours	% Weight age
1	Introduction to Indian and international Money markets and capital markets Investment <ul style="list-style-type: none"> • Define investment • Investment alternative • The process of investment trading- margin trading etc. • Types of orders • Risk and return in investment • Real return-nominal return • Historical and expected return • Risk-valuation of risk • Sources of risk • Company stock market interest 	15	25%

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	<ul style="list-style-type: none"> • Inflation - Credit risk - Portfolio risk - Power of diversification. 		
2	Security analysis and valuation <ul style="list-style-type: none"> • The fundamental analysis • EIC framework economic analysis. • Variables tracked industry analysis • Variables tracked • Company analysis • Variables analyzed • Sources of information and trouble shots of financial statements • Behavior finance and efficient market theory and technical analysis • Tools and uses 	15	25%
3	Theories of capital market <ul style="list-style-type: none"> • CAPM - Sharpe Model • Arbitrage theory and multifactor model • Portfolio Analysis • Listing down data inputs • Selection and construction of optimal portfolios 	15	25%
4	Fixed Income Securities & Portfolio Management <ul style="list-style-type: none"> • Investment in bonds. • Types of bonds • Investment process in bonds • Portfolio Revision • Portfolio Management • Portfolio Evaluation • Sharpe – Jensen – Treynor & Fama • Net Selectivity 	15	25%

Books Recommended		
Title of the Book	Author	Publication
1. Investment Analysis and Portfolio Management	Prasanna Chandra	Tata McGraw ,Hill Publication
2. Fundamental of 3. Investments	Gordon Alexander, William Sharpe and Jeffery Bailey	Pearson Publications
4. Security analysis and Portfolio Management	Fischer and Jordan	Pearson Publications
5. Modern Investment Theory	Robert A. Haugen	Pearson
6. Security Analysis & Portfolio	P. Pandian	Vikas Publishing

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Management		
7. Security Analysis & Portfolio Management	S. Kevin	PHI learning
8. Investment Analysis and Portfolio Management	Frank K. Reilly, Keith C. Brown	Cengage
Reading Resources and Research References		
Mode of Evaluation	Internal and External	
Recommended by the Board of Studies		
Date of Approval by the Academic Council		

Course **MBA**
 Semester **IV**
 Subject Code **08020403**
 Subject Name **Taxation and Portfolio Management**
 Specialization: **Finance (Minor)**

Teaching and Evaluation Scheme:

Teaching Scheme (Hrs.)			Credit	Examination Scheme			Total Marks
Lecture	Tutorial	Practical		Theory		Practical	
				Internal Assessment	End Semester Exam		
3	1	0	4	30	70	0	100

Course Objectives:	1.To enable the students to identify the basic concepts, definitions and terms related to Income Tax. To enable the students to determine the residential status of an individual and scope of total income. To understand Tax Planning, Tax Management, Tax Avoidance and Tax Evasion. 2.To enable the students to compute income under various heads namely income from salaries. 3.To understand and apply about security analysis and security valuation aspects. 4.To understand portfolio management, fixed income securities.
Course Outcomes:	1.Ability to apply corporate tax provisions and financial planning tools to corporate world. Students would identify the technical terms related to Income Tax. 2.Students would determine the residential status of an individual and scope of total income. 3.Students would compute income from salaries, house property, business/profession, capital gains and income from other sources. 4.Interpretation of the published financial data to project future earning of firms. 5.Identify the macro, micro variables for industry analysis and company analysis.

Unit No.	Content	Teaching Hours	% Weight age
1	Corporate Tax in India: Definitions - Residential Status and Tax Incidence - Tax Planning - Tax Management - Tax Avoidance and Tax Evasion.	15	25%
2	Computation of Total Income under Various Heads: Salaries	15	25%

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3	Theories of capital market <ul style="list-style-type: none"> • CAPM - Sharpe Model • Arbitrage theory and multifactor model • Portfolio Analysis • Listing down data inputs • Selection and construction of optimal portfolios 	15	25%
4	Fixed Income Securities & Portfolio Management <ul style="list-style-type: none"> • Investment in bonds. • Types of bonds • Investment process in bonds • Portfolio Revision • Portfolio Management • Portfolio Evaluation • Sharpe – Jensen – Treynor & Fama • Net Selectivity 	15	25%

Books Recommended		
Title of the Book	Author	Publication
1. Corporate Tax Planning And Business Tax Procedures	Dr. Vinod K Singhania & Dr Monica Singhania	Taxmann Publication
2. Direct Tax Laws & Practices	Girish Ahuja & Ravi Gupta	Bharat Law House
3. Corporate Taxation In A Dynamic World	Paolo M Panteghini	Springer
4. Corporate Tax Planning	E.A. Srinivas	Tata McGraw Hill
5. Direct Taxes Laws Practice	Bhagwati Prasad	Wishwa Prakashan
6. Commentaries on the Law of Income- Tax in India	V.S. Sundaram	Law Publishers, Allahabad.
Reading Resources and Research References		
Mode of Evaluation	Internal and External	
Recommended by the Board of Studies		
Date of Approval by the Academic Council		