

MINUTES OF THE MEETING OF THE ACADEMIC COUNCIL
held on Tuesday, the 19th July 2016 at 11:00 A.M. and continued until 3.00 A.M. on
Wednesday, the 20th July 2016 in the Council Hall, University of Delhi, Delhi-110007

N0. 1

PRESENT

- | | | |
|-----|---------------------------------|---|
| 1. | Prof. Yogesh Kumar Tyagi | Vice-Chancellor - Chairman |
| 2. | Prof. J.P. Khurana | Director, South Campus and Acting Pro-Vice-Chancellor |
| 3. | Prof. C.S. Dubey | Director, C.O.L. |
| 4. | Prof. A. Bhattacharjee | |
| 5. | Prof. Aleem Ashraf Khan | |
| 6. | Prof. Amitabha Mukherjee | |
| 7. | Prof. A. Ray | |
| 8. | Prof. Anita Tuli | |
| 9. | Prof. Balaganapathi Devarakonda | |
| 10. | Prof. B.K. Dass | |
| 11. | Prof. C.P. Baveja | |
| 12. | Prof. Devesh Kumar Sinha | |
| 13. | Prof. D.P. Sarkar | |
| 14. | Prof. Deepti Bhalla | |
| 15. | Prof. Dinesh Puri | |
| 16. | Prof. Enakshi Khular Sharma | |
| 17. | Prof. Gurmeet Singh | |
| 18. | Prof. H.C. Pokhriyal | |
| 19. | Prof. H.P. Gangnegi | |
| 20. | Prof. Hari Mohan Sharma | |
| 21. | Prof. J.M. Khurana | |
| 22. | Prof. Kavita Sharma | |
| 23. | Prof. Manoj Kumar Jha | |
| 24. | Prof. Muneesh Kumar | |
| 25. | Prof. Maharoj Pandit | |
| 26. | Prof. M.L. Singla | |
| 27. | Prof. Mohammad Idris | |
| 28. | Prof. M.S. Bhatia | |
| 29. | Prof. Navnita Chadha Behera | |
| 30. | Prof. Neeta Sehgal | |
| 31. | Prof. N.M. Kamal | |
| 32. | Prof. Pradeep Kumar Burma | |
| 33. | Prof. P.C. Jha | |
| 34. | Prof. Roma Chatterji | |
| 35. | Prof. Rawail Singh | |
| 36. | Prof. Raj Kumar | |
| 37. | Prof. Rama Anand | |
| 38. | Prof. Rashmi Joshi | |
| 39. | Prof. Sudha Prasad | |
| 40. | Prof. Sadhna Saxena | |
| 41. | Prof. Sreemati Chakrabarti | |

42. Prof. S.C. Rai
43. Prof. Suresh Kumar
44. Prof. S.M.S. Chauhan
45. Prof. Sharda Sharma
46. Prof. Suresh Aggarwal
47. Prof. S.K. Muttoo
48. Prof. Satendra Sharma
49. Prof. Sangita Yadav
50. Prof. S.H. Akhtar
51. Prof. Upinder Singh
52. Prof. Ved Pal Singh
53. Prof. V. Ravichandran
54. Prof. Vinay Kumar Srivastava
55. Prof. J.P. Dubey
56. Prof. Jagdish Saran
57. Dr. Bharat Singh
58. Dr. D.V. Singh
59. Dr. Geeta Bhatt
60. Dr. Hem Chand Jain
61. Dr. Imteyaz Ahmad
62. Dr. Inder Jeet
63. Dr. I.S. Bakshi
64. Dr. Jaswinder Singh
65. Dr. K.P. Singh
66. Dr. K. Premanathan
67. Dr. Man Mohan Kaur
68. Dr. Mohd. Arif
69. Dr. Md. Riyazuddin Khan
70. Dr. M. Ramananda Singh
71. Dr. Maneesha Gupta
72. Dr. Mahak Singh
73. Dr. Nachiketa Singh
74. Dr. P.K. Khurana
75. Dr. Poonam Verma
76. Dr. Purabi Saikia
77. Dr. R.N. Dubey
78. Dr. Savithri Singh
79. Dr. Samrendra Kumar
80. Dr. Suneel Kumar
81. Dr. Sunaina Kanojia
82. Dr. Sandeep Tiwari
83. Dr. Shashi Shekhar Prasad Singh
84. Dr. Tanmoy Bhattacharya
85. Dr. Vinay K. Singh
86. Dr. V.S. Dixit
87. Dr. V.P. Gupta
88. Dr. Vijay Kr. Sharma
89. Ms. Lata
90. Sh. Gaurav Goel

91. Sh. Hans Raj Suman
92. Sh. Mahendra Kumar Meena
93. Sh. Rudrashish Chakraborty
94. Sh. Sachin N.

SPECIAL INVITEE

1. Prof. Ajay Kumar
2. Prof. M.M. Chaturvedi
3. Prof. Pami Dua
4. Prof. Ramesh Chandra
5. Prof. Satwanti Kapoor
6. Prof. Vinay Gupta
7. Dr. Satish Kumar
8. Dr. S.K. Garg
9. Sh. T.S. Kripanidhi
10. Sh. Z.V.S. Parsad
11. Col. P.K. Singh

Prof. Tarun Kumar Das

Registrar – Secretary

Condolence Resolution on the sad Demise of Prof. Harish C. Gaur

The Academic Council placed on record its deep sense of sorrow at the sad demise of Prof. Harish C. Gaur, Former Dean, Faculty of Science and Head, Department of Chemistry, University of Delhi who left for heavenly abode on 14.12.2015.

The Council observed 2 minutes silence as a mark of respect to the departed soul.

1/ WELCOME

At the outset, the Registrar read out the following welcome note for Professor Yogesh Tyagi, Vice-Chancellor, University of Delhi.

"It is indeed an honour to inform the Council that the Hon'ble President of India, in his capacity as the Visitor of the University of Delhi in exercise of the powers conferred upon him by Statute 11-F of the Statutes of the University is pleased to appoint Professor Yogesh Tyagi, as the Vice-Chancellor of the University, as communicated vide letter dated 15th February, 2016 of the Ministry of Human Resource Development, Government of India. Professor Yogesh Tyagi assumed the Office of the Vice-Chancellor on 10th March 2016.

Professor Yogesh Tyagi joined as the 22nd Vice-Chancellor of the University of Delhi on 10th March, 2016. Professor Yogesh Tyagi received his LL.M. from the Columbia University School of Law in New York, where he was a Silver Fellow and subsequently a Fulbright Scholar. He completed his M.Phil. and Ph.D. at Jawaharlal Nehru University (JNU), New Delhi. He was Dean of the Faculty of Legal Studies, South Asian University (SAU). Earlier, he was Dean of the School of International Studies at JNU and also Professor of Law at the City University of Hong Kong.

Professor Tyagi is a Member of the l'Institut de Droit International. He has served as Member of the Law Commission of India; Director of the Centre for Studies and Research in International Law and International Relations, The Hague Academy of International Law,

The Netherlands, 2015 (the English-speaking section); and Co-Chair of the Research and Planning Committee of the Asian Society of International Law.

Professor Tyagi has held Visiting appointments at the London School of Economics and Political Science, the University of Tokyo, the University of Georgia at Athens, the Max Planck Institute for Comparative and International Law, and many other institutions worldwide. He has published in international periodicals, including the British Year Book of International Law, the Cambridge Journal of International and Comparative Law, the Michigan Journal of Internal Law, the Texas International Law Journal, and the Journal of World Trade.

Professor Tyagi has special interest in International Law, Law of International Organization, Human Rights Law, Legal Theory, and Globalization."

On behalf of the Academic Council, I have the privilege and honor to welcome Professor Yogesh Tyagi as the Vice-Chancellor of this University and as the Chairman of the Academic Council as per the provisions of Statute 7(1) (i).

Thereafter, the Registrar also read the following welcome note for Professor J.P. Khurana, Director, University of Delhi South Campus and Acting Pro-Vice-Chancellor, University of Delhi.

"Dr. Jitendra Paul Khurana is presently Professor in the Department of Plant Molecular Biology, University of Delhi South Campus. He had his early education in Delhi and obtained Ph.D. in Botany from University of Delhi. He did his Post-doctoral work at the Smithsonian Institution in Washington DC, and at the Michigan State University, in the mid-1980s. He returned to India to join the newly established Department of Plant Molecular Biology at South Campus in the year 1988 and has been there ever since. He made short visits to US Department of Agriculture (USDA), Beltsville, in 1996 and 1998, under the Indo-US exchange programme. Subsequently, he was a visiting Professor at the Waksman Institute of Microbiology of the Rutgers University, USA, in 2001. He has served as a member of several scientific committees of the DBT, DST, CSIR and ICAR, and Advisory Committees of various Indian Universities and Institutes.

Professor Khurana contributed significantly to the sequencing of genomes of the crop plants like rice, tomato and wheat, as part of International Consortia. He has published nearly 140 research articles in refereed international journals, including 'Nature', 'Science', 'Genome Research', 'Nucleic Acids Research', 'Plant Physiology, and Plant Cell & Environment. In the past nearly 28 years, he has supervised 25 Ph.D. students and several post-doctoral Fellows.

For his scientific contributions, Professor Khurana has been honoured with several fellowships and awards. He is Fellow of the National Academy of Sciences (NASI), Allahabad; Fellow of the Indian National Science Academy (INSA), New Delhi; Fellow of the Indian Academy of Sciences (IASc), Bangalore; Fellow of the National Academy of Agricultural Sciences (NAAS), New Delhi; Fellow of The World Academy of Sciences (TWAS), Trieste, Italy.

For his overall scientific contributions in the area of plant biology, Professor Khurana was awarded 'Tata Innovation Fellowship' by the DBT and, currently, he is availing J.C. Bose National Fellowship awarded by the DST".

On behalf of the Academic Council, I take this opportunity to welcome Professor J.P. Khurana, Director, University of Delhi South Campus and Acting Pro-Vice-Chancellor, University of Delhi as per the provisions of Statute 7(1) (iv).

The Council also welcomed the following who had become members of the Academic Council:

STATUTE 7(1)(vii) Deans of the Faculties

- | | | | |
|----|-----------------------------|---|---------------------------------------|
| 1. | Prof. Sudha Prasad | - | Medical Sciences |
| 2. | Prof. Suneera Kasliwal | - | Music & Fine Arts |
| 3. | Prof. J.P. Dubey | - | Social Sciences |
| 4. | Prof. Pradeep Kumar Burma | - | Inter-disciplinary & Applied Sciences |
| 5. | Prof. Subhash Chander Raina | - | Law |
| 6. | Prof. M.K. Pandit | - | Science |
| 7. | Prof. Hari Mohan Sharma | - | Arts |
| 8. | Prof. B.K. Das | - | Technology |

STATUTE 7(1)(viii) Heads of the Departments

- | | | | |
|-----|-------------------------------------|---|---|
| 1. | Prof. Dinesh Puri | - | Medical Bio-Chemistry |
| 2. | Prof. M.K. Pandit | - | Environmental Studies |
| 3. | Prof. Pradeep Kumar Burma | - | Genetics |
| 4. | Prof. Sudha Prasad | - | Obstet. & Gyn. |
| 5. | Prof. Navnita Chadha Behera | - | Political Science |
| 6. | Prof. Suneera Kasliwal | - | Music |
| 7. | Prof. Rama Anand | - | Radiology, Radiotherapy,
Radio-diagnosis, Radiation Medicine |
| 8. | Prof. Arunabha Rey | - | Pharmacology |
| 9. | Prof. Christel Rashmi
Devadawson | - | English |
| 10. | Prof. Sangita Yadav | - | Paediatrics |
| 11. | Prof. V. Ravichandran | - | Mathematics |
| 12. | Prof. Mukesh Kumar Kalra | - | Orthopaedics |
| 13. | Prof. Kavita Sharma | - | Commerce |
| 14. | Prof. Satyanarayan Tulsi | - | Microbiology |
| 15. | Prof. Prof. S.C. Rai | - | Geography |
| 16. | Prof. Suresh Kumar | - | African Studies |
| 17. | Prof. Aleem Ashraf | - | Persian |
| 18. | Prof. Subhash Chander Raina | - | Law |
| 19. | Prof. Prakash Chandra Jha | - | Operational Research |
| 20. | Prof.(Ms.) Rani Gupta | - | Microbiology |
| 21. | Prof. (Ms.) Sharda Sharma | - | Sanskrit |
| 22. | Dr. Sandeep Tiwari | - | Physical Education & Sports Sciences |
| 23. | Prof. C.P. Baveja | - | Medical Microbiology |

STATUTE 7(1)(ix)(a) – Professors' Category

- | | | | |
|----|-----------------------|---|--|
| 1. | Prof. V.K. Srivastava | - | Anthropology |
| 2. | Prof. Gurmeet Singh | - | Chemistry |
| 3. | Prof. Anand Prakash | - | Psychology |
| 4. | Prof. J.K. Mitra | - | Business Management & Industrial
Administration |

STATUTE 7(1)(x) - Principals of the Colleges

- | | | | |
|----|------------------------|---|---|
| 1. | Dr. S.P. Aggarwal | - | Ramanujan College |
| 2. | Dr.(Ms.) Poonam Verma | - | Shaheed Sukhdev College of Business Studies |
| 3. | Dr. Purabi Saikia | - | Bhagini Nivedita College |
| 4. | Dr. Vijay Kumar Sharma | - | Ram Lal Anand College |

APPRECIATION

- 02/** The Council placed on record its deep sense of appreciation for the services rendered by the following during their tenure as member of the Academic Council:

STATUTE 7(1)(i) Vice Chancellor

Prof. Dinesh Singh

STATUTE 7(1)(ii) Pro-Vice-Chancellor

Prof. Sudhish Pachauri

STATUTE 7(1)(iv) Director, South Campus

Prof. Umesh Rai

STATUTE 7(1)(vii) Deans of the Faculties

- | | | | |
|----|---------------------------|---|---------------------------------------|
| 1. | Prof. Reva Tripathi | - | Medical Sciences |
| 2. | Prof. Manjushree Tyagi | - | Music & Fine Arts |
| 3. | Prof. Sreemati Chakrabati | - | Social Sciences |
| 4. | Prof. J.P. Khurana | - | Inter-disciplinary & Applied Sciences |
| 5. | Prof. Usha S. Razdan | - | Law |
| 6. | Prof. Devesh Kumar Sinha | - | Science |
| 7. | Prof. Minni Sawhnay | - | Arts |

STATUTE 7(1)(viii) – Heads of the Departments

- | | | | |
|-----|------------------------|---|-----------------------|
| 1. | Prof. S.K. Bansal | - | Medical Bio-Chemistry |
| 2. | Prof. Inderjit Singh | - | Environmental Studies |
| 3. | Prof. M. Venkat Rajan | - | Genetics |
| 4. | Prof. Reva Tripathi | - | Obstet & Gyn. |
| 5. | Prof. Ujjwal Kr. Singh | - | Political Science |
| 6. | Prof. Manjushree Tyagi | - | Music |
| 7. | Prof. Uma Tekur | - | Pharmacology |
| 8. | Prof. Sumanu Sathpathy | - | English |
| 9. | Prof. N.B. Mathur | - | Paediatrics |
| 10. | Prof. Ajay Kumar | - | Mathematics |
| 11. | Prof. V.K. Gautam | - | Orthopaedics |
| 12. | Prof. J.P. Sharma | - | Commerce |
| 13. | Prof. R.K. Saxena | - | Microbiology |
| 14. | Dr. R.B. Singh | - | Geography |

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|-----|--------------------------|---|----------------------|
| 15. | Prof. Vibha | - | Community Medicine |
| 16. | Prof. Beena Uppal | - | Medical Microbiology |
| 17. | Prof. Usha S. Razdan | - | Law |
| 18. | Prof. C.K. Jaggi | - | Operational Research |
| 19. | Prof. Chander Shekhar | - | Persian |
| 20. | Prof. Satyanarayan Tulsi | - | Microbiology |
| 21. | Prof. R.C. Bhardwaj | - | Sanskrit |

STATUTE 7(1)(ix)(a) – Professors' Category

- | | | |
|----|------------------------------|---|
| 1. | Prof. Rajender Kumar Saxena- | Micro-biology |
| 2. | Prof. J.P. Khurana | - Plant Molecular Biology |
| 3. | Prof. Pawan Kumar Mathur | - Chemistry |
| 4. | Prof. Shree Ram Khanna | - Commerce |
| 5. | Prof. J.K. Mitra | - Business Management & Industrial Administration |

STATUTE 7(1)(x) - Principals of the Colleges

- | | | |
|----|--------------------------|---------------------------|
| 1. | Dr.(Ms.) Savita M. Dutta | - Maitreyi College |
| 2. | Dr.(Ms.) Anupa Siddhu | - Lady Irwin College |
| 3. | Prof. H.C. Pokhriyal | - School of Open Learning |

3/ Resolved that the Minutes of the meeting of the Academic Council held on 13th July 2015 be confirmed after incorporating following amendments/ corrections.
(Appendix-I) (Page No. 1-57).

- i) It was expressed that Ms. Geeta Bhatt, Bhaskaracharya College of Applied Sciences, and Dr. Suneel Kumar, Shaheed Bhagat Singh College, were present at the Academic Council Meeting held on 13th July 2015, however, their presence has not been recorded. The Council recorded their presence at the Academic Council Meeting held on 13th July 2015.
- ii) The Director, CIC, expressed that inadvertently a few typographical errors have been submitted by the CIC at Item Nos. 6(4) and 6(5) which were approved by the Academic Council at its meeting held on 13.7.2015. The mistake is regretted and proposed that the following corrections be incorporated:-

Description	Existing	Amended
Post-Graduate Diploma in Counseling and Mental Health Reservation of seats	General seats 15	General seats 10
GE-I: Certificate Course in Education of Gifted Students Reservation of seats	General seats 15	General seats 10
GE-I: Certificate Course in Education of Gifted Students Course Scheme Column no. 4 for Module GE 1.1, Module GE 1.2, Module GE 1.3 and Module GE 1.4.	30/70	40/60

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GE-II: Diploma Course in Education of Gifted Students. Duration of Course	The program of study leading to Certificate Course in Education of Gifted Students will be of six months duration.	The program of study leading to Diploma Course in Education of Gifted Students will be of two semesters each will be of six months duration.
GE-II: Diploma Course in Education of Gifted Students. Reservation of Seats.	General seats 15	General seats 10
GE II: Diploma Course in Education of Gifted Students. Course Structure	The Certificate Course in Education of Gifted Students will be of six months duration	The Diploma Course in Education of Gifted Students will be of one year duration, divided into two semesters
GE-II: Diploma Course in Education of Gifted Students. Course Scheme Column no. 4 for Module GEII.1, Module GEII.2, Module GEII.3, Module GEII.4, Module GEII.6, Module GEII.7, Module GEII.8 and Module GE.II.9	30/70	40/60

The Council considered and accepted the above amendments and recommended the same for approval of the Executive Council as detailed below:-

- i) Post-Graduate Diploma in Counseling and Mental Health (**Appendix-II**) (**Page No. 58-59**)
- ii) GE-I: Certificate Course in Education of Gifted Students (**Appendix-III**) (**Page No. 60-62**)
- iii) GE-II: Diploma Course in Education of Gifted Students (**Appendix-IV**) (**Page No. 63-65**)

4/ Resolved that the "Action Taken" on the minutes of the meeting of Academic Council held on 13th July 2015 be reported and recorded.

5/ The Council considered and accepted the recommendations of the Faculty of Applied Social Sciences and Humanities made at its meeting held on 25.03.2015 and the Faculty of Arts made at its meeting held on 19.06.2015 regarding amendments to existing Clause 1 and Clause 14 of the *Ordinance XIV-A-Faculties* of the Ordinances of the University

(Page 375 of the University Calendar Vol. I, 2004) and recommended to the Executive Council for approval as under:-

<p style="text-align: center;">Existing Clause 1</p> <p>1. The following shall be the Departments comprised in the Faculty of Arts:</p> <p>Department of English Department of Philosophy Department of Sanskrit Department of Hindi Dept. of Germanic and Romance Studies Dept. of Library & Information Science Department of Urdu Department of Modern Indian Language & Literary Studies Department of Buddhist Studies Department of Linguistics Department of Psychology Department of Arabic Department of Persian Department of Panjabi</p>	<p style="text-align: center;">Amended Clause 1</p> <p>1. The following shall be the Departments comprised in the Faculty of Arts:</p> <p style="text-align: center;">xxx xxx xxx</p> <p>Add the following:</p> <p>Department of Slavonic and Finno-Ugrian Studies</p>
<p style="text-align: center;">Existing Clause 14</p> <p>14. The following shall be the department comprised in the Faculty of Applied Social Sciences and Humanities:</p> <p>Department of Business Economics Department of Slavonic and Finno-Ugrian Studies</p>	<p style="text-align: center;">Amended Clause 14</p> <p>14. The following shall be the department comprised in the Faculty of Applied Social Sciences and Humanities:</p> <p style="text-align: center;">xxx xxx xxx</p> <p>Delete the following:</p> <p>Department of Slavonic and Finno-Ugrian Studies</p>

The Council also recommended that consequential amendment to the relevant Ordinances of the University be made accordingly.

- 6/- The Council considered and accepted the following recommendations of the Standing Committee on Academic Matters made at its meeting held on 03.06.2016 and recommended to the Executive Council for approval. The Council also recommended that the consequential amendments to the relevant Ordinance of the University be made accordingly:-

6.1/ Changes in the mode of evaluation (recommended by the Faculty of Social Sciences at its meeting held on 17.12.2015) in the following courses be implemented from the academic session 2016-17.

- 1) Certificate Course in Chinese Language (Part-time)
- 2) Certificate Course in Japanese Language (Part-time)
- 3) Certificate course in Korean Language (Part-time)
- 4) Diploma Course in Chinese Language (Part-time)
- 5) Diploma Course in Japanese Language (Part-time)
- 6) Diploma Course in Korean Language (Part-time)
- 7) Advance Diploma Course in Japanese Language (Part-time)
- 8) Advance Diploma Course in Korean Language (Part-time)
- 9) Advance Diploma Course in Chinese Language (Part-time)

The existing mode of evaluation and amended mode of evaluation is as under:

EXISTING	AMENDED
Internal assessment (100 marks) based on performance in periodical tests and class performance.	Internal assessment (100 marks) - A written test for 50 marks will be held in November/ December and an oral test for 50 marks in February/ March for the purpose of calculation of internal assessment marks.
Students who get a minimum of 40% in the written aggregate, 40% in oral, 40% in Internal Assessment and 45% marks in the overall aggregate will be eligible for the award of 'Certificate in Chinese Language'. Those who obtain 75% and above in the aggregate, will be declared to have passed the examination with distinction.	Students who get a minimum of 50% in overall aggregate will be considered as having successfully completed the course. Students with 75% marks and above in the aggregate, will be declared to have passed the examination with distinction.

6.2/ Revision of syllabi of the following B.E. Courses(s) (recommended by the Faculty of Technology at its meeting held on 24.02.2016) at Netaji Subhash Institute of Technology in accordance with Choice Based Credit System, to be implemented for the students admitted from the academic session 2016-17 :

- | | |
|---|---------------------------------------|
| 1) Electronics and Communication Engineering | (Appendix-V)
(Page No. 66-217) |
| 2) Computer Engineering | (Appendix-VI)
(Page No. 218-429) |
| 3) Instrumentation and Control Engineering | (Appendix-VII)
(Page No. 430-569) |
| 4) Manufacturing Process and Automation Engineering | (Appendix-VIII)
(Page No. 570-763) |
| 5) Information Technology | (Appendix-IX)
(Page No. 764-933) |

6) Bio-Technology

(Appendix-X)
(Page No. 934-1084)

7) Mechanical Engineering

(Appendix-XI)
(Page No. 1085-1286)

6.3/ Revision/ Introduction of syllabi of the following M.Tech Course(s) (recommended by the Faculty of Technology at its meeting held on 24.02.2016) offered at Netaji Subhash Institute of Technology in accordance with Choice Based Credit System to be implemented for the students admitted from the academic session 2016-17:

EXISTING COURSES

- | | |
|-----------------------|--------------------------------------|
| 1) Signal Processing | (Appendix- XII) (Page No. 1287-1342) |
| 2) Process Control | (Appendix-XIII) (Page No. 1343-1411) |
| 3) Information System | (Appendix-XIV) (Page No. 1412-1491) |

NEW COURSES

- | | |
|---|--|
| 1) Embedded System and VLSI | (Appendix-XV) (Page No. 1492-1551) |
| 2) Industrial Electronics | (Appendix-XVI) (Page No. 1552-1622) |
| 3) Mechatronics | (Appendix-XVII) (Page No. 1623-1704) |
| 4) Biochemical Engineering | (Appendix-XVIII) (Page No. 1704(A)-1787) |
| 5) CAD CAM | (Appendix-XIX) (Page No. 1788-1862) |
| 6) Manufacturing Process and Automation Engineering | (Appendix-XX) (Page No. 1863-1875) |
| 7) Production Engineering | (Appendix-XXI) (Page No. 1876-1960) |
| 8) Engineering Management | (Appendix-XXII) (Page No. 1961-2035) |
| 9) Nano-Technology | (Appendix-XXIII) (Page No. 2036-2120) |

6.4/ The Council noted that the Standing Committee on Academic Matters referred back the proposal of the Faculty of Technology to introduce the MBA Programme at Netaji Subhash Institute of Technology to submit the complete syllabi of the MBA Programme which may include the components of Engineering and Technology for consideration by the Standing Committee on Academic Matters in the next meeting.

6.5/ The Council noted that the Standing Committee on Academic Matters referred back the course curriculum and syllabi of the 1st year of B.Voc. Programme to the Faculty of Applied Social Sciences and Humanities for resubmission of course curriculum and the syllabi for complete 3 years for further consideration by the Standing Committee on Academic Matters at its next meeting.

6.6/ The Council noted the recommendations of the Standing Committee on Academic Matters regarding introduction of B. Voc. Health and Hospital Administration Care Management (recommended by the Faculty of Medical

Sciences at its meeting held on 19.04.2016) under the Faculty of Applied Social Sciences and Humanities (FASSH).

Further, the Council also took note that the Standing Committee on Academic Matters considered the letter dated 27.5.2016 issued by the UGC wherein the revised nomenclature of the course is B.Voc Healthcare Management.

The Council noted that the FASSH has been advised to consider the proposal in totality and submit the course curriculum and the syllabi for complete 3 years with title of the course for further consideration in the next meeting of the Standing Committee on Academic Matters.

7/ The Council considered and accepted the following recommendations of the Standing Committee on Academic Matters made at its meeting held on 01.07.2016 and recommended to the Executive Council for approval. The Council also recommended that the consequential amendments in the relevant Ordinances of the University be made accordingly:

7.1/ The Council noted that the minutes of the Standing Committee on Academic Matters held on 03/06/2016 were confirmed.

7.2/ Syllabi and course curriculum for introduction of the following B.Voc. and Two year Advance Diploma Courses (recommended by the Faculty of Applied Social Sciences and Humanities at its meeting held on 17.06.2016) to be implemented from the academic session 2016-17:

S.No.	Name of the Course	College/ No. of seats	Appendix
1	B.Voc. – Health Care Management	Jesus and Mary College/ 50	Appendix-XXIV (Page No. 2121-2178)
2	B.Voc. – Retail Management and IT	Jesus and Mary College/ 50	Appendix-XXV (Page No. 2179-2230)
3	B.Voc. – Printing Technology	Kalindi College/ 50	Appendix-XXVI (Page No. 2231-2292)
4	B.Voc. – Web Designing	Kalindi College/ 50	Appendix-XXVII (Page No. 2293-2368)
5	B.Voc. – Banking & Financial Services and Insurance (BFSI) Sector	Ramanujan College/ 50	Appendix-XXVIII (Page No. 2369-2466)
6	B. Voc. – IT/ ITes	Ramanujan College/ 50	Appendix-XXIX (Page No. 2467-2564)
7	Advanced Diploma in TV programmes and News production	Maharaja Agrasen College/ 50	Appendix-XXX (Page No. 2565-2618)

7.3/ Syllabi and course curriculum for introduction of the following Skill Enhancement Courses (SEC) (recommended by the Faculty of Music & Fine Arts at its meeting held on 16.04.2016) for the students of B.A. (Hons.) Music

under Choice Based Credit System (CBCS) (Semester III & IV) from the academic session 2016-2017:

S.No	Nomenclature of SEC	
1	Harmonium Course in Hindustani Music-Instrumental	Appendix-XXXI (Page No. 2619-2620)
2	Maintenance & Repairing of Musical Instruments in Hindustani Music	Appendix-XXXII (Page No. 2621-2623)
3	Tabla/ Pakhawaj Course in Hindustani Percussion Music	Appendix-XXXIII (Page No. 2624-2625)
4	Thumri-Dadra Course in Hindustani Music	Appendix-XXXIV (Page No. 2626-2627)
5	Veena/ Violin Course in Karnatak Music	Appendix-XXXV (Page No. 2628-2629)
6	Mridangam Course in Karnatak Percussion Music	Appendix-XXXVI (Page No. 2629(A)-2630)

7.4/ Syllabi and course curriculum for introduction of the following Generic Elective Courses (GEC) by the Department of Music (recommended by the Faculty of Music & Fine Arts at its meeting held on 16.04.2016) for the students of B.A.(Hons.) other than Music subject, B.Com.(H), B.Sc.(Hons.) etc. under Choice Based Credit System (Semester I & IV) from the academic session 2016-2017:

S.No	Nomenclature of GEC	Appendix
1	Hindustani Music (Vocal/ Instrumental – Sitar/Sarod/ Guitar/ Violin/ Santoor)	Appendix-XXXVII (Page No. 2631-2634)
2	Karnatak Music (Vocal/ Instrumental – Veena/ Violin)	Appendix-XXXVIII (Page No. 2635-2638)
3	Karnatak Music Percussion– Mridangam	Appendix-XXXIX (Page No. 2639-2642)

7.5/ Syllabi and Course curriculum for introduction of B.Sc. (Hons.) Environmental Sciences (recommended by the Faculty of Science at its meeting held on 23.06.2015) under Choice Based Credit System (CBCS) from the academic session 2017-2018. (**Appendix-XL**) (Page No. 2643-2693)

7.6/ The Council noted and accepted the recommendations of the Standing Committee on Academic Matters wherein they did not accept (recommended by the Standing Committee of Non-Collegiate Women's Education Board at its meeting held on 24.05.2016) to have internal assessment for NCWEB PG students in all papers in English, Hindi, Punjabi, History, Pol. Science, M.A./M.Sc. Maths, Urdu, Sanskrit, Philosophy, Persian Courses as per provisions of Ordinance VIII-E as reproduced: *"This scheme of Internal Assessment shall not be applicable to the School of Correspondence Course*

and Continuing Education, Non-Collegiate Women's Education Board and Non-Formal Education Cell (formerly External Candidates Cell)".

7.7/ The Council in principle accepted the recommendations of the Standing Committee regarding the syllabus and sequence of courses (recommended by the Faculty of Social Sciences at its meeting held on 30.06.2016) for BA (Hons.) History under the Choice Based Credit System, syllabus and sequence of courses (recommended by the Faculty of Social Sciences at its meeting held on 30.06.2016) for BA (Programme) History under the Choice Based Credit System, subject to the following:

1. The Head, Department of History would incorporate the suggestions made by the members of the Academic Council.
2. Contents of various courses need to be elaborated, wherever applicable.
3. Books in Hindi medium and from other Indian authors relevant to the contents of the various courses be added.

The Council decided to record that the Department concerned shall bear the responsibility for the contents of the syllabus.

Further, the Council authorized the Vice-Chancellor to take appropriate action in the matter including accord of approval to the syllabus of B.A. (Hons.) History and B.A. (Programme) History after the compliance of above suggestions.

7.9/ Minor modification in the sequence of core courses being taught in the existing B.A.(Hons.) History (recommended by the Faculty of Social Sciences at its meeting held on 30.06.2016) and shall be offered as under:-

1. Course X (History of India VI c. 1750-1857) to be taught in 4th Semester
2. Course XII (History of India VII 1605-1750) to be taught in 5th Semester

7.10/ Minor modification in the sequence of Skill Enhancement Courses in the existing B.A. (Prog.) History (recommended by the Faculty of Social Sciences at its meeting held on 30.06.2016) and shall be offered as under:-

1. Historical tourism: Theory and Practice (to be offered in 3rd Semester).
2. An introduction to archaeology OR Documentation and visual culture (to be offered in 4th Semester).
3. Museums and archives in India OR Ethnographic practices in India: tradition of embroidery, textile making, knitting, handicrafts (to be offered in 5th Semester).
4. Indian history and culture OR Orality and Oral culture in India (to be offered in 6th Semester).

7.11/ Interchange of numbering and sequence of the existing Discipline - Specific Elective Courses Political Economy I and II for more logical development to be offered in Semesters V and VI by the Department of Economics in B.A. (Hons.) Economics course (recommended by the Faculty of Social Sciences at its meeting held on 30.06.2016) to be offered to the existing batch admitted for the session 2015-2016, wherever applicable.



7.12/ Syllabi and Course curriculum for introduction of the Generic Elective courses (recommended by the Faculty of Social Sciences at its meeting held on 30.06.2016) under Choice Based Credit System in B.A (Hons.) Economics Course by the Department of Economics for the existing batch and also for the students admitted for the session 2015-2016, wherever applicable, shall be offered as under:

1. II(b). India and the Indian Ocean Economy, c. 1500-1800 (**Appendix-XLI**) (**Page No. 2694-2695**)
2. IV(b). Global Political Economy (**Appendix-XLII**) (**Page No. 2696-2698**)

7.13/ Renumbering of existing GE course IV (b) (Economic History of India) as I(b), and offering GE courses in the following semester-wise pattern, with a choice within each semester by the Department of Economics in B.A. (Hons.) Course (recommended by the Faculty of Social Sciences at its meeting held on 30.06.2016) for the existing batch and also for the students admitted for the session 2015-2016, wherever applicable, shall be offered as under:

Semester I: I(a) Introductory Microeconomics;
I(b) Economic History of India

Semester II: II(a) Introductory Macroeconomics;
II(b) India and the Indian Ocean Economy, c. 1500-1800

Semester III: III(a) Indian Economy – I;
III(b) Money and Banking;
III(c) Environmental Economics

Semester IV: IV(a) Indian Economy – II;
IV(b) Global Political Economy;
IV(c) Public Economics

7.14/ Syllabi and Course curriculum for introduction of the Skill Enhancement Courses by the Department of Economics for the students of B.A. (Hons.) Economics (recommended by the Faculty of Social Sciences at its meeting held on 30.06.2016) under Choice Based Credit System to be offered to the existing batch admitted during the academic session 2015-2016, wherever applicable, shall be offered as under:-

SEC III: Research Methodology (**Appendix-XLIII**) (**Page No. 2699**)

SEC IV: Contemporary Economic Issues (**Appendix-XLIV**) (**Page No. 2700-2702**)

7.15/ Offering choice of SEC I (Financial Economics) and SEC III (Research Methodology) in the 3rd semester and SEC II (Data Analysis) and SEC IV (Contemporary Economic Issues) in the 4th semester by the Department of Economics (recommended by the Faculty of Social Sciences at its meeting held on 30.06.2016) to be offered to the students of the BA (Prog) admitted from the session 2015-16 wherever applicable, shall be offered as under:-

1. SEC III: Understanding the Economic Survey and Union Budget (**Appendix-XLV**) (**Page No. 2703-2704**)
2. SEC IV: Research Methodology (**Appendix-XLVI**) (**Page No. 2705**)

7.16/ Syllabi and Course curriculum for introduction of papers to be offered in the M.A. Economics Course (recommended by the Faculty of Social Sciences at its meeting held on 30.6.2016, shall be offered as under:-

1. 005: Introduction to Game Theory (modified version of existing 005) (**Appendix-XLVII**) (**Page No. 2706-2707**)
2. 409: Applied Environmental Analysis (**Appendix-XLVIII**) (**Page No. 2708-2709**)
3. 609: Climate Change Economics (**Appendix-XLIX**) (**Page No. 2710-2711**)
4. 905: Political Economics (**Appendix-L**) (**Page No. 2712-2714**)

8/ The Council considered and accepted the recommendations of the Faculty of Social Sciences made at its meeting held on 17th December, 2015 regarding introduction of Part Time Language Course in Chinese at Kalindi College from the academic session 2016 and recommended to the Executive Council for approval.

9/ The Council considered and accepted the recommendations of the Faculty of Social Sciences made at its meeting held on 8th July 2016 regarding introduction of Part Time Language Courses in Chinese, Japanese and Korean at the following Colleges from the academic session 2016-2017 and recommended to the Executive Council for approval:

- i). Bharati College
- ii). Lakshmibai College

10/ The Council considered and accepted the recommendations made by the Faculty of Arts at its meeting held on 18.7.2016 for the syllabus of Compulsory Test in Hindi (**Appendix-LI**) (**Page No. 2715-2720**) and recommended to the Executive Council for approval.

11/ The Council considered the report dated 26.10.2015, vide Item No.5-1/- (Page – 4 of the Agenda), of the Committee to look into the need for continuation of the span period and applicability of Ordinance X-C. (**Appendix-LII**) (**Page No. 2721-2728**).

The Academic Council noted that the Hon'ble High Court of Delhi, vide judgement and order dated 9th May 2014 passed in *Raid Huda Vs. University of Delhi, & other* (LPA No. 189/14), directed the University of Delhi & others in the connected matters to lay down Policy Guidelines to be followed by the Universities regarding:

- i). the need to continue with the span period and
- ii). whether Ordinance X-C of the University of Delhi Calendar applies to the span period also.

The Academic Council was further directed to pass a resolution on both the aspects giving reasons therefor.

In pursuance of above directions, the Academic Council deliberated upon the matter and vide Resolution no. 42 dated 21.01.2015 and authorized the Vice-Chancellor to constitute a Committee to look into all aspects of the matter and submit its recommendations. The

Vice-Chancellor constituted the Committee which was reported to the Academic Council vide resolution no. 32(3) dated 13.07.2015, as under:

1. Justice S. K. Aggarwal (Retd.) (Chairman)
2. Prof. J.M. Khurana (Dean Students Welfare)
3. Prof. Devesh Sinha (Dean Faculty of Science)

The Committee submitted its report vide letter dated 26.10.2015.

The Council noted that the Committee submitted its report in conformity with the guidelines notified by the University Grants Commission vide letter no. F.12-1/2015(CPP-II) dated 15.10.2015 on determination of a Uniform Span Period within which a student may be allowed to qualify for a degree. The Council noted that as per the guidelines of the UGC a student may be allowed two years period beyond the normal period to clear the backlog to be qualified for the degree. In addition, a further extension of one (1) year can be granted under exceptional circumstances to be spelt out clearly by the relevant statutory body of the University. More so, during the extended period the student shall be considered as a private/ external candidate and also not eligible for ranking.

The Council resolved to accept the above guidelines notified by the UGC on determination of a Uniform Span Period within which a student may be allowed to qualify for a degree for the students admitted from the academic session 2016-17 for all courses/ institutions including SOL, NCWEB and others.

Further, the Academic Council also considered the provisions of Ordinance X-C of the University for its applicability to the span period. The Academic Council resolved that such provisions cannot be invoked wherein specific guidelines/ directions have been issued by the UGC/ MHRD/ GOI to maintain its sanctity in consonance with the directions issued by MHRD/GOI vide letter No. F.No.61-19/2015-Desk (U) dated 3rd March 2016.

It also recommends that the consequential amendments in the relevant Ordinances of the University be made accordingly after the approval by the Executive Council.

- 12/** The Council considered the letter dated 31.03.2016 received from Dr.(Ms.) Mira Seth to donate an additional amount of ₹ 10,00,000/- (ten lacs only) in the scholarship namely "Dr. Dev Raj Seth & Smt. Sushila Seth Scholarship".

The Council accepted the following amendments and recommended to the Executive Council for approval:

Existing	Amended
There shall be one scholarship to be known as "Dr. Dev Raj Seth & Smt. Sushila Seth Scholarship" to be awarded every year to two girl students studying in Delhi University out of the annual income accrued from the endowment of Rs. 50,00,000/- (Fifty Lakhs Only) made by Dr. Mira Seth.	There shall be one scholarship to be known as "Dr. Dev Raj Seth & Smt. Sushila Seth Scholarship" to be awarded every year to two girl students studying in Delhi University out of the annual income accrued from the endowment of Rs. 60,00,000/- (Sixty Lakhs Only) made by Dr. Mira Seth.
2 to 9 xxx xxx xxx xxx	2 to 9 xxx xxx xxx xxx

- 13/** The Council considered and accepted the following recommendations of the Standing Committee regarding assigning of new courses to the Colleges/ Institutions held on 1st July 2016 under the Chairmanship of Prof. J.P. Khurana, Pro-Vice-Chancellor (Acting) and Director, University of Delhi South Campus, and recommended to Executive Council for approval, wherever applicable:

13.1 FACULTY OF MATHEMATICAL SCIENCES:

Sl. No.	Course(s)	Name of the College(s)	Recommendation(s)
01.	B.Sc.(H) Statistics	i) Shaheed Rajguru College of Applied Sciences for Women ii) Mata Sundri College	The Committee recommended that the College(s) may be assigned to start B.Sc.(H) Statistics Course from the academic session 2017-2018 with the maximum intake of 46 students subject to the condition that the College must get the specific approval of the Funding Agency & appoint full time Faculty before starting the course.
02.	B.Sc.(H) Computer Science	i) Miranda House ii) Swami Shraddhanand College iii) Mata Sundri College iv) PGDAV.College (Eve.) v) Dyal Singh College vi) Delhi College of Arts & Commerce	The Committee noted that in most of the Colleges, the Inspection Committee had visited the Colleges during the previous year & had recommended starting of the Course at that time. Since now the course curriculum etc has been revised and the new academic structure is in place, the Committee recommended that the College(s) may be assigned to start B.Sc.(H) Computer Science Course from the academic session 2017-2018 with the maximum intake of 46 students subject to the condition that the College must appoint full time Faculty and has the infrastructure available to run the course effectively & ensure that they must have the specific approval of the funding agency.
03.	B.Sc.(H) Mathematics	i) Swami Shraddhanand College ii) Ram Lal Anand College iii) Shyam Lal College iv) Bhaskaracharya College of Applied Sciences	The Committee recommended that the College(s) may be assigned to start B.Sc.(H) Mathematics Course from the academic session 2017-2018 with the maximum intake of 46 students subject to the condition that the College must get the specific approval of the Funding Agency & appoint full time Faculty before starting the course to run the course effectively. However, in the case of Bhaskaracharya College of Applied Sciences, the Inspection Committee did not recommend starting of the Course, the Standing Committee decided to go with the recommendations of the Inspection Committee.

13.2 FACULTY OF ARTS:

Sr. No.	Course(s)	Name of the College(s)	Recommendation(s)
01.	B.A.(H) Punjabi	i) Dyal Singh College	The Committee recommended that the College may be assigned B.A.(H) Punjabi Course to College with the maximum intake of 46 students from the academic session 2017-2018; subject to the condition that the College must appoint full time Faculty against the sanctioned strength to run the course effectively & ensure that they must have the specific approval of the respective funding agency.
02.	B.A.(H) Urdu	i) Dyal Singh College	The Committee recommended that the College may be assigned to start B.A.(H) Urdu Course with the maximum intake of 46 students from the academic session 2017-2018; subject to the condition that the College must appoint full time Faculty against the sanctioned strength to run the course effectively & ensure that they must have the specific approval of the respective funding agency.
03	B.A.(H) Sanskrit	i) Dyal Singh College ii) Swami Shraddhanand College iii) Atma Ram Sanatan Dharma College iv) PGDAV College (Eve.)	The Committee recommended that the College may be assigned to start B.A.(H) Sanskrit Course with the maximum intake of 46 students from the academic session 2017-2018; subject to the condition that the College must appoint full time Faculty against the sanctioned strength to run the course effectively & ensure that they must have the specific approval of the funding agency.
04.	B.A.(H) English	i) Bhim Rao Ambedkar College	The Committee noted that the Inspection Committee which visited the College on 21.05.2015 did not recommend starting of the Course due to i) lack of adequate Library facility (ii) infrastructure and (iii) teaching strength to run the course. Hence, the Committee decided to go with the recommendations of the Inspection

			Committee. Even though, the Committee after deliberation was of the view that the shortcomings pointed out by the Inspection Committee may be communicated to the college. If, the college is able to address these issues, the committee may re-visit the College for Inspection.
05	B.A.(H) Psychology	i) Shaheed Rajguru College of Applied Sciences	The Committee recommended that the College may be assigned to start B.A.(H) Psychology Course with the maximum intake of 46 students from the academic session 2017-2018; subject to the condition that the College must appoint full time Faculty against the sanctioned strength to run the course effectively & ensure that they must have the specific approval of the funding agency.
06	B.A.(H) Philosophy	i) Dyal Singh College ii) Swami Shraddhanand College	The Committee recommended that the College may be assigned to start B.A.(H) Philosophy Course with the maximum intake of 46 students from the academic session 2017-2018; subject to the condition that the College must appoint full time Faculty against the sanctioned strength to run the course effectively & ensure that they must have the specific approval of the funding agency.
07	M.A.(English)	i) Sri Guru Nanak Dev Khalsa College	The Committee noted that the Inspection Committee which visited the College for the purpose on 15.07.2015 has recommended introduction of the Course in the College, yet the Committee after prolonged deliberation observed that there are certain repercussions in assigning P.G. courses to the College. Hence, it came to the unanimous view that until and unless the concrete guidelines based on the feedback to be obtained from the University Departments regarding introduction of post-graduate courses in Colleges are laid down, the allocation of post-graduate courses to Colleges including Sri Guru Nanak Dev Khalsa College may be kept in abeyance for the time being.
08	B.A.(H) Hindi Patrakarita	i) Atma Ram Sanatan Dharma College	The Committee recommended that the College may be assigned to start B.A. (H) Hindi Patrakarita Course with the maximum intake of 46 students from the

			academic session 2017-2018; subject to the condition that the College must appoint full time Faculty against the sanctioned strength to run the course effectively & ensure that they must have the specific approval of the funding agency.
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13.3 FACULTY OF APPLIED SOCIAL SCIENCES AND HUMANITIES:

Sr. No.	Course(s)	Name of the College(s)	Recommendation(s)
01.	Bachelor of Management Studies (BMS)	i) College of Vocational Studies ii) Atma Ram Sanatan Dharma College iii) Aryabhatta College iv) Ram Lal Anand College v) Shaheed Rajguru College of Applied Sciences for Women vi) Shivaji College	<p>The Committee noted that in the cases of Colleges (i) of Vocational Studies (ii) Aryabhatta College (iii) Ram Lal Anand College (iv) Shaheed Rajguru College of Applied Sciences for Women, the respective Inspection Committee(s) which visited the College for the purpose on 18.09.2015, 22.05.2015 and 14.05.2015 have recommended introduction of BMS course to the College with certain stipulations. The Committee after prolonged deliberations and keeping in view the need of the Society at large decided to assign Bachelor of Management Course to College of Vocational Studies with the maximum intake of 46 students from the academic session 2017-2018; subject to the condition that the (a) College must appoint full time Faculty against the sanctioned strength (b) College shall have adequate infrastructure i.e. Library (c) ensure that they must have the specific approval of the funding agency (d) and fulfills other allied requirements to run the course effectively.</p> <p>In the cases of Atma Ram Sanatan Dharma College and Shivaji College, the Committee noted that the Inspection Committee which visited the College on 05.04.2016 & 21.05.2015 respectively did not recommend starting of the Course due</p>

			to i) lack of adequate infrastructure (ii) Library facility etc. to run the course. Hence, the Committee decided to go with the recommendations of the Inspection Committee. The Committee after deliberation of the view the shortcomings pointed out by the Inspection Committee may be communicated to the college. If, the college is able to address these issues, the committee may re-visit the College for Inspection.
02.	Bachelor of Business Administration (FIA) (BBA(FIA))	i) Shaheed Rajguru College of Applied Sciences for Women	The Committee noted that the Inspection Committee(s) which visited the College for the purpose on 01.05.2015 has recommended introduction of BBA(FIA) course to the College with certain conditions. The Committee after prolonged deliberations and keeping in view the need of the Society at large decided to assign Bachelor of Business Studies Course to this Colleges with the maximum intake of 46 students from the academic session 2017-2018; subject to the condition that the (a) College must appoint full time Faculty against the sanctioned strength (b) College shall have adequate infrastructure i.e. Library (c) ensure that they must have the specific approval of the funding agency and (d) fulfills other allied requirements to run the course effectively.
03	B.A.(H) Journalism	i) Institute of Home Economics	The Committee recommended that the College may be assigned to start B.A.(H) Journalism with the maximum intake of 46 students from the academic session 2017-2018; subject to the condition that the College besides fulfillment of other requirements, must appoint full time Faculty against the sanctioned strength & shall arrange additional required infrastructure to run the course effectively. Further, the Committee suggested that in future, the Inspection Committee for B.A.(H) Journalism Course must associate

			experts from Journalism for better assessment of the Institution & other required resources
04.	Increase in intake from existing 62 to 90 in Bachelor of Business Administration (FIA)	i) Shaheed Sukhdev College of Business Studies	The Committee noted that the Faculty of Applied Social Sciences & Humanities in its meeting held on 05.11.2015 has inter-alia approved the request of Shaheed Sukhdev College of Business Studies to increase the existing intake from 62 to 90 students in Bachelor of Business Administration (FIA). Also, the Principal, SSCBS informed the Committee that the College will manage the increased intake with existing infrastructure and Faculty. No extra financial support will be required for the same. Taking cognizance to the recommendation of the Faculty, the Committee recommended that the existing intake of 62 students may be increased to 90 in Bachelor of Business Administration (FIA) from the academic session 2017-2018.
05.	B.A.(H) Business Economics	i) Dyal Singh College (Eve.)	The Committee noted that the Inspection Committee which visited the College on 18.04.2016 did not recommend starting of the Course due to i) lack of adequate Library facility and (ii) infrastructure to run the course. The Committee suggested a re-visit by the Inspection Committee in case college addresses the issues raised by the committee and requests for reconsideration.
06.	Increase in intake in Bachelor of Management Studies	Keshav Mahavidyalaya	The Committee noted that the Inspection Committee which visited the College on 27.04.2016 to consider the request for creation of one more section for running of existing BMS Course has recommended to start additional section for the purpose, the Committee recommended that the College may be permitted to run additional section with the intake of 46 students from the academic session

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		2017-2018; subject to the condition that the College will seek the necessary approval of the funding agency.
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13.4. FACULTY OF SOCIAL SCIENCES:

Sr. No.	Course(s)	Name of the College(s)	Recommendation(s)
01	B.A.(H) Political Science	i) Swami Shraddhanand College ii) Bhagini Nivedita College iii) St. Stephen's College	The Committee recommended that the Colleges may be assigned to start B.A.(H) Political Science Course with the maximum intake of 46 students from the academic session 2017-2018; subject to the condition that the Colleges must appoint full time Faculty against the sanctioned strength to run the course effectively & ensure that they must have the specific approval of the funding agency
02	B.A.(H) Social Work	i) Swami Shraddhanand College ii) Rajdhani College	The Committee recommended that the Colleges may be assigned to start B.A.(H) Social Work Course with the maximum intake of 46 students from the academic session 2017-2018; subject to the condition that the Colleges must appoint full time Faculty against the sanctioned strength to run the course effectively & ensure that they must have the specific approval of the funding agency.
03	B.A.(H) Economics	i) Gargi College ii) Bhim Rao Ambedkar College iii) Ramanujan College iv) Sri Guru Nanak Dev Khalsa College v) Bharati College vi) Sri Aurobindo College (Eve.)	The Committee recommended that the Colleges may be assigned to start B.A.(H) Economics Course i) Gargi College ii) Bhim Rao Ambedkar College iii) Ramanujan College iv) Sri Aurobindo College (Eve.) with the maximum intake of 46 students from the academic session 2017-2018; subject to the condition that the Colleges must appoint full time Faculty against the sanctioned strength to run the course effectively. However, in the cases of (i) Sri Guru Nanak Dev Khalsa College and (ii) Bharti College, since the Inspection



			Committee(s) did not recommend starting of the Course, the Committee decided to go with the recommendation of the Inspection Committee.
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13.5. FACULTY OF SCIENCE:

Sr. No.	Course(s)	Name of the College(s)	Recommendation(s)
01.	B.Sc.(H) Chemistry	i) Shyam Lal College	The Committee recommended that the College may be assigned to start B.Sc.(H) Chemistry Course with the maximum intake of 32 students from the academic session 2017-2018; subject to the condition that the College must appoint full time Faculty and ensure the infrastructure available to run the course effectively & ensure that they must have the specific approval of the funding agency.
02.	B.Sc.(H) Zoology	i) Atma Ram Sanatan Dharma College	The Committee recommended that the College may be assigned to start B.Sc.(H) Zoology Course with the maximum intake of 32 students from the academic session 2017-2018; subject to the condition that the College must appoint full time Faculty and ensure the infrastructure available to run the course effectively & ensure that they must have the specific approval of the funding agency.
03.	B.Sc.(H) Botany	i) Atma Ram Sanatan Dharma College	The Committee recommended that the College may be assigned to start B.Sc.(H) Botany Course with the maximum intake of 32 students from the academic session 2017-2018; subject to the condition that the College must appoint full time Faculty and ensure the infrastructure available to run the course effectively & ensure that they must have the specific approval of the funding agency

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13.6. FACULTY OF INTER-DISCIPLINARY AND APPLIED SCIENCES:

Sr. No.	Course(s)	Name of the College(s)	Recommendation(s)
01.	B.Sc.(H) Micro-Biology	i) Shaheed Rajguru College of Applied Sciences for Women	The Committee recommended that the College may be assigned to start B.Sc.(H) Microbiology Course with the maximum intake of 32 students from the academic session 2017-2018; subject to the condition that the College must appoint full time Faculty and ensure the infrastructure available to run the course effectively & ensure that they must have the specific approval of the funding agency

13.7 Deferred cases (which were earlier placed before the Standing Committee on 25.05.2015):

Sr. No.	Course(s)	Name of the College(s)	Recommendation(s)
01.	B.Sc.(H) Bio-Medical Science	i) Miranda House ii) Keshav Mahavidyalaya	The Committee noted that the Inspection Committees(s) which visited the Colleges on 24.04.2007 and 30.04.2007 had recommended assignment of the Course yet, the Committee after prolonged deliberation were of the view that since the recommendation of these Inspection Committees were made in year 2007, it would not be fair to go ahead with such an old recommendations. Hence, the Committee opined that these Colleges may, in the first instance, may be asked whether they are interested to run the Course and if the answer the University query is affirmative, Inspection Committee may be constituted afresh to visit the College to examine the existing status of the Faculty, infrastructure etc. & submit its recommendation to the Academic Council afresh.
02.	B.A.(H) Hindi Patrakarita evam Jansanchar	i) Jesus & Mary College	The Committee noted that the Inspection Committees which visited the College on 12.01.2010 had recommended assignment of the Course yet, the Committee after prolonged deliberation was of the view

			that since the recommendation of the Inspection Committee were made in year 2010, it would not be fair to go ahead with such an old recommendations. Hence, the Committee opined that the College may, in the first instance, be asked whether still they are interested to run the Course and if the answer to the University query is affirmative, Inspection Committee may be constituted afresh to visit the College to examine the existing status of the Faculty, infrastructure etc. & submit its recommendation to the Academic Council afresh.
03.	B.A.(H) Hindi	i) Bhim Rao Ambedkar College ii) College of Vocational Studies iii) Delhi College of Arts & Commerce	The Committee considered the report(s) of the Inspection Committee for starting of B.A.(Hindi) courses in these Colleges and recommended that the Colleges may be assigned to start B.A(H) Hindi Course with the maximum intake of 46 students from the academic session 2017-2018; subject to the condition that the College must appoint full time Faculty and ensure the infrastructure available to run the course effectively.

13.8 Reports of the Inspection Committee(s), which were considered by the Standing Committee (New Courses) at its meeting, held on 25.05.2015 and the Committee decided to review the same in the next meeting.

It was brought to the notice of the Committee that the introduction of various courses was approved by the Standing Committee (New Courses) at its meeting held on 25.05.2015. However, it was also resolved that the colleges concerned should seek approval from their respective funding agencies (viz. UGC, Govt. of NCT of Delhi) for financial support and communicate to the University before final approval is granted. In the said cases approval from the respective funding agencies has been received, the same are presented before the Committee for review. The Committee deliberated & examined the report(s) of the respective Inspection Committees as also the recommendation of the Standing Committee held on 25.05.2015. After prolonged deliberations the Committee recommended as under:-

Sr. No.	Course(s)	Name of the College(s)	Recommendation(s)
01.	B.Sc.(H) Chemistry	i) Bhaskaracharya College of Applied Sciences	The Committee recommended that the College may be assigned to start B.Sc.(H) Chemistry Course from the

			academic session 2017-2018 with the maximum of 32 students subject to the condition that the College must appoint full time Faculty and ensure the infrastructure available to run the course effectively.
02	B.Sc.(H) Zoology	i) Bhaskaracharya College of Applied Sciences	The Committee recommended that the College may be assigned to start B.Sc.(H) Zoology Course from the academic session 2017-2018 with the maximum of 32 students subject to the condition that the College must appoint full time Faculty and ensure the infrastructure available to run the course effectively.
03.	B.Sc.(H) Botany	i) Bhaskaracharya College of Applied Sciences	The Committee recommended that the College may be assigned to start B.Sc.(H) Botany Course from the academic session 2017-2018 with the maximum of 32 students subject to the condition that the College must appoint full time Faculty and ensure the infrastructure available to run the course effectively.
04.	B.Sc.(H) Bio-Chemistry	i) Shaheed Rajguru College of Applied Sciences for Women	The Committee recommended that the College may be assigned to start B.Sc.(H) Bio-Chemistry Course from the academic session 2017-2018 with the maximum of 32 students subject to the condition that the College must appoint full time Faculty and ensure the infrastructure available to run the course effectively.

13.9 Recommendations of the Inspection Committee for introduction of new course which could not be considered in the meeting of the Standing Committee (New Courses) held on 25.05.2015.

It was brought to the notice of the Committee that the following recommendations of the Inspection Committee(s) made on 28.11.2008 and 04.05.2015 for assigning M.A.(Hindi) course to the college(s) indicated against each could not be discussed in its meeting held on 25.05.2015. After prolonged deliberation the Committee recommended as under:-

Sr. No.	Course(s)	Name of the College(s)	Recommendation(s)
01	M.A.(Hindi)	i) Sri Venkateswara College ii) Shaheed Bhagat Singh College	The Committee noted that the Inspection Committee(s) which visited the College(s) for the purpose on

			28.11.2008 & 04.05.2015 had recommended introduction of the Course in the College(s), yet the Committee after prolonged deliberation observed that there are certain implications in assigning P.G. courses to the Colleges. Hence, it came to the unanimous view that until and unless the concrete guidelines based on the feedback to be obtained from the University Departments regarding introduction of post-graduate courses in Colleges is laid down, the allocation of post-graduate courses to Colleges including these Colleges may be kept in abeyance for the time being.
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13.10 Request of Lady Irwin College and Institute of Home Economics who were permitted to re-allocate 32 seats from B.Sc.(P) course to B.Sc. (Food Technology) to start the approved courses with the approved intake in addition to the existing seats for B.Sc.(P) course since already been approved by the Academic Council/ Executive Council

The committee noted that earlier the request(s) received from Lady Irwin College and Institute of Home Economics to re-allocate 32 seats from B.Sc. (P) Home Science Course to B.Sc. (Hons.) Food Technology were accepted. Subsequently, the two colleges approached the University not to re-appropriate the seats of B.Sc. (P) Home Science Course and also requested for allocation of 32 seats to start B.Sc. (H) Food Technology Course from the session 2016-17.

13.11 Discussion on the following points w.r.t. Self-Financing Courses:

- Number of self-financing courses being taught in various colleges.
- Fees to be charged
- Number of seats
- Applicability of reservation
- Other related aspects

It was informed to the Committee that some of the Self-Financing Courses are being run in quite a few Colleges of the University as per UGC policy to augment Universities to generate their own resources without affecting the academic standards. It was observed that various Colleges are charging different fees from students and following different norms. Hence, there is a need to devise concrete and uniform guidelines to be followed by all the Colleges imparting instructions in such courses.

However after some discussion, the Committee was of the view that since the process of admission in various undergraduate courses is underway at this stage which is on top

priority; the discussion on Self-Financing Courses be held some time in December/January in the next meeting of the Standing Committee (New Courses)..

13.12 Proposal of the Director, NSIT, to start M.Tech. Courses, which have already been approved by the AICTE, which is the regulatory body as the syllabi for the same have been approved by the Standing Committee on Academic Matters.

The Committee considered the proposal of the Director, NSIT, to start the following M.Tech. Courses, which have already been approved by the AICTE (Regulatory Body) and the syllabi for the same has also been approved by the Standing Committee (Academic Matters) at its meeting held on 03.06.2016. The Committee accepted the proposal of NSIT to start the following M.Tech. Courses w.e.f. the academic session 2016-17:

Sr.No.	Nomenclature of the Course	Intake
01.	Embedded System & VLSI	18
02.	Industrial Electronics	18
03.	Bio-Chemical Engineering	18
04.	Production Engineering	18
05.	Engineering Management	18
06.	Mechatronics	18
07.	CAD/CAM	18
08.	Manufacturing Processes & Automation Engineering	18
09.	Nano-Technology	18

13.13 Consider the communication received from the Dean, Faculty of Applied Social Sciences, regarding introduction/ start of B.Voc. Programmes/ Advanced Diploma courses in various colleges/ institutions of the University.

The Chairperson informed the Committee that B.Voc. programme has been launched by UGC as part of the Scheme of Govt. of India for skill development based higher education. This programme has special feature of multiple entry and exit points. This programme is focused on providing skill-based education to the prospective students. The basic principles for Curriculum Design envisaged under the Scheme of B.Voc. Programme, is that the curriculum in each of the year of the programme would be a suitable mix of general education and skilled development components. The General Education Component shall have 40% of the total credits and balance 60% credits will be of Skill Component. Skill component of the programmes/ courses is employment oriented.

Further, the Chairperson added that the students have the option for multiple exit and entry. In case a student opts to exit after one year, he/she shall be awarded a Diploma. Thereafter, in case the student opts to exit after two years, he/she will be awarded an Advanced Diploma. In case he/she opts for B.Voc. Programme, he/she can continue till the last semester of the three year course. As per the information available, the UGC approved the Courses to be officered in the following Colleges mentioned against each:

Sl.No.	Name(s) of the College(s)	Course(s)
01.	Jesus & Mary College	i) B.Voc. Health Care ii) B.Voc. Retail Management & IT
02.	Kalindi College	i) B.Voc. - Printing Technology ii) B.Voc. - Web Designing



03.	Ramanujan College	i) B.Voc. in Banking & Financial Services and Insurance ii) B.Voc. – IT/ITes
04.	Maharaja Agrasen College	i) Advanced Diploma in TV Programme & News Production

The Committee, after deliberations recommended that the proposal along with the guidelines for introduction of B.Voc. Programme under XII Plan in cases of Colleges for whom no objection certificate have been issued by the University, be accepted.

13.14 Inspection Committee Report dated 13.02.2016 for introduction of M.A. (Sanskrit) course in Bharti College.

The Committee noted that the Inspection Committee which visited Bharti College on 13.02.2016 has recommended M.A.(Sanskrit) Course to the College. However, the Committee observed that since there are certain implications in assigning P.G. courses to the Colleges, it came to the unanimous view that until and unless the concrete guidelines based on the feedback to be obtained from the University Departments regarding introduction of post-graduate courses in Colleges are laid down, the allocation of post-graduate courses to Colleges including these Colleges may be kept in abeyance for the time being.

13.15 Any other issue:

Finally, members expressed their concern about the different criteria being followed by the respective Inspection Committees that visit Colleges/ Institutions to examine the essential requirements i.e. infrastructure, library, classrooms, faculty positions, status of funds etc. Hence, the Committee was of the considered opinion that an all-inclusive proforma needs to be prepared in order to devise a uniform and transparent methodology that can be adopted in this respect.

The Chairperson, Standing Committee (New Courses) assured the Committee that College Branch of the University would be instructed to devise a comprehensive format for use of the Inspection Committee for introduction of new courses in a holistic & transparent manner keeping in line with the provisions of the Act, Statues and Ordinances of the University for consideration by the Standing Committee (New Courses).

Taking cognizance of the apprehensions of all stakeholders, the Committee decided that henceforth the meeting of the Standing Committee (New Courses) to scrutinize the proposals of the Colleges and the report(s) of the respective Inspection Committee(s) for assigning new courses to the Colleges/Institutions must be arranged either in the month of December or January in each academic session, in order that the Colleges/Institutions concerned may get sufficient time for their preparedness to run the new course(s) from the ensuing academic session, if they so assigned after the approval of the Academic Council/Executive Council of the University.

14/ The Council considered and accepted the recommendations in the report of the Inspection Committee dated 4th March 2016 to start MDS (Conservative Dentistry & Endodontics) course at Army Dental Centre of Army Hospital (R&R) from the session 2017-18 and recommended to Executive Council for approval.

- 15/ The Council considered the letter No. U-11011/03/2016-ME dated 16.03.2016 from Government of India, Directorate General of Health Services, Ministry of Health & Family Welfare regarding affiliation of Safdarjung Hospital (Vardhman Mahavir Medical College) and Dr. R.M.L. Hospital (Post-Graduate Medical Institute of Education and Research-PGIMER) with University of Delhi, Delhi.

The Council authorized the Vice-Chancellor to constitute a Committee to look into the conditions specified by the Government of India to ensure that on acceptance they would not violate the provisions contained under the Act, Statutes and Ordinances of the University.

- 16/ The Council approved the following recommendations of the Committee constituted by the Vice-Chancellor regarding the cases for condonation of delay in admission etc. as under:

- a) Ex-post facto approval condoning the delay in admission in respect of five students namely (Mr. Avinash Kumar & others) admitted to the under-graduate courses in PGDAV during the academic session 2011-12 before 30.08.2011 (submitted by the colleges in 2014)
- b) Ex-post facto approval condoning the delay in admission in respect of 08 students namely (Ms. Usha Bhandari & others) admitted to under-graduate courses in Motilal Nehru College during the academic session 2008-09 before 16.08.2008 (submitted by the College in 2015).
- c) Ex-post facto approval for age relaxation in respect of Mr. Rajesh Kumar Nishad admitted to B.Com. (Hons.) in Shivaji College in the academic session 2005-2006.

- 17/ The Council appreciated the proposal of Research Council regarding incentives to teachers to promote research at the University of Delhi. The Council authorized the Vice-Chancellor to constitute a core group/ committee to prepare the details for incentives to promote research at University of Delhi and its Colleges.

- 18/ The Council appreciated the proposal for setting up a School of Journalism as per the Provisions Section 4(1) & (13) of Delhi University Act. The Council authorized the Vice-Chancellor to constitute a core group/ committee to conceptualize the details for setting up of School of Journalism at the earliest.

- 19/ The Council appreciated the proposal for setting up a School of Transnational Affairs as per the Provisions Section 4(1) & (13) of Delhi University Act. The Council authorized the Vice-Chancellor to constitute a core group/ committee to prepare the details for setting up of School of Transnational Affairs at the earliest.

- 20/ The Council appreciated the proposal to establish an Institute of Cyber Law and Security as per the Provisions Section 4(1) & (13) of Delhi University Act. The Council authorized the Vice-Chancellor to constitute a core group/ committee to prepare the details to establish an Institute of Cyber Law and Security at the earliest.

21/ The Council noted and accepted/ ratified the following decision/ action taken by the Vice-Chancellor as per the provision of Statute 11 (G) clause (4) in exercise of the emergency powers vested upon him:

21.1/ Recommendations of the Standing Committee (constituted under Clause-5 of Ordinance-II) made at its meeting held on 9th March 2015, approved by the Vice-Chancellor on 17.03.2015. (Appendix –LIII) (Page No. 2729-3080)

21.2/ Constitution of the following Inspection Committee in terms of the provision of Statute 30(1)(C)(iii) of the Statutes of the University to start MD (Bio-Chemistry) Course at Govind Ballabh Pant Institute of Postgraduate Medical Education & Research (GIPMER) w.e.f. 2016-2017, approved by the Vice-Chancellor on 14.04.2015.

1. The Dean - Chairperson
Faculty of Medical Sciences
University of Delhi
2. The Head - Member
Department of Bio-Chemistry
University of Delhi
3. Dr. Jayashree Bhattacharjee - Expert Member
Principal,
VMMC, New Delhi
4. Dr. (Prof.) M.R. Rajeswari - Expert member
Department of Bio-Chemistry
AIIMS, New Delhi

21.3/ Constitution of the following Inspection Committee in terms of the provision of Statute 30(1)(C)(iii) of the Statutes of the University for starting of MD (Microbiology) Course at Govind Ballabh Pant Institute of Postgraduate Medical Education & Research (GIPMER) w.e.f. 2016-2017, approved by the Vice-Chancellor on 24.04.2015.

1. The Dean - Chairperson
Faculty of Medical Sciences
University of Delhi
2. The Head - Member
Department of Microbiology
University of Delhi
3. Dr. Anil Kanger - Expert Member
IGMC, Shimla
4. Prof. Jagdish Chander - Expert member
Professor & Head
Department of Microbiology
GMC, Chandigarh

21.4/ Nominating the following persons on the Standing Committee of Academic Council (Under Clause-5 of Ordinance-II of Ordinances of the University) for the academic year 2015-2016, approved by the Vice-Chancellor on 24.04.2015.

- (i) The Dean, Faculty of Science - Chairman
- (ii) Dr. P.K. Khurana, Principal, Shaheed Bhagat Singh College (Eve.)
- (iii) Dr. (Ms.) Anula Maurya, Principal, Kalindi College
- (iv) Dr. Vinay Kumar Singh, Member, Academic Council
(Sri Aurobindo College)

21.5/ Academic Calendar followed for the under-graduate and post-graduate courses for the academic year 2015-2016, approved by the Vice-Chancellor on 14.05.2015.

21.6/ Appointment of the following Courses Admission Committee for the Calendar year 2015, approved by the Vice-Chancellor on 19.05.2015

1. Sciences Courses Admission Committee
2. Arts Courses Admission Committee
3. Social Sciences Courses Admission Committee
4. Law Courses Admission Committee
5. Education Courses Admission Committee
6. Medical Sciences Courses Admission Committee
7. Ayurvedic & Unani Medicines Courses Admission Committee
8. Technology Courses Admission Committee
9. Music Courses Admission Committee
10. Mathematical Sciences Courses Admission Committee
11. Management Studies Courses Admission Committee
12. Fine Arts Courses Admission Committee
13. Inter-Disciplinary & Applied Sciences Courses Admission Committee
14. Commerce & Business Studies Courses Admission Committee
15. Homeopathic Medicines Courses Admission Committee

21.7/ Nomination of the following five persons as members of the Faculty of Education under provision of the Statute 9(3)(vii) of the Statute of the University for a term of 3 years with immediate effect, approved by the Vice-Chancellor on 02.06.2015:

1. Prof. Ravi K. Subramaniam
Dean, Faculty of Science Education,
Homi Bhabha Centre for Science Education,
TIFR, V.N. Purav Marg,
Mankhurd, Mumbai, 400088.
2. Prof. Nalini Juneja
Head, Department of School & Non-Formal Education,
NUEPA, 17-B, Sri Aurobindo Marg,
New Delhi-110017.

3. Prof. Shoeb Abdullah
Head and Dean, Department of Teachers Training and
Non-Formal Education,
Jamia Milia Islamia,
New Delhi-110025.
4. Prof. Pravin Sinclair
School of Sciences, Indira Gandhi National Open University,
Maidan Garhi,
New Delhi-110068.
5. Ms. Parimala V. Rao
Assistant Professor, Zakir Husain Centre for Educational Studies,
Jawaharlal Nehru University,
New Delhi

21.8/ Academic Calendar followed by the Faculty of Management Studies for the academic year 2015-2016, approved by the Vice-Chancellor on 02.06.2015.

21.9/ Rules for refund of Fee on account of withdrawal/ cancellation of admission etc., approved by the Vice-Chancellor on 26.06.2015. (**Appendix- LIV**) (**Page No. 3081-3080**)

The Council resolved to recommend to the Executive Council for approval.

21.10/ Amendment/ correction in the rules for refund of fee to students on account of withdrawal/ cancellation of admission etc., approved by the Vice-Chancellor on 06.07.2015. (**Appendix- LV**) (**Page No. 3085**)

The Council resolved to recommend to the Executive Council for approval.

21.11/ Recommendations made by the Equivalence Committee at its meeting held on 24.06.2015 approved by the Vice-Chancellor on 10.07.2015. (**Appendix- LVI**) (**Page No. 3086-3087**)

21.12/ Promotion of students (FYUP) who have failed in the second year examinations of FYUP courses in the academic session 2014-2015 or those who could not appear in the second year examinations for any reason or those who did not fill their examination forms have been allowed to move to the 3rd year (V Semester) of the respective courses in the academic session 2015-2016 as regular students. Such students will have to clear their III and IV semester examinations along with the V and VI semester examinations respectively, approved by the Vice-Chancellor on 16.07.2015.

21.13/ Promotion of students who have failed in the first year examinations of three year (semester based) undergraduate courses in the academic session 2014-2015 or those who could not appear in the first year examinations for any reason or those who did not fill their examination forms have been allowed to move to the 2nd year (III Semester) of the respective course in the academic session 2015-

2016 as regular students. Such students will have to clear their I and II semester examinations along with the III and IV semester examinations respectively, approved by the Vice-Chancellor on 25.07.2015.

The students who were not enrolled with their colleges as regular or ex-students in the academic session 2014-2015 shall not be covered under this arrangement.

21.14/ Fees structure for M.Sc. (Previous) Forensic Science Course approved by the Vice-Chancellor on 30.07.2015.

S.No.	Break-up of Annual Fees	Amount
1.	Tuition Fee	216@ (18×12 months)
2.	Admission Fee	240
3.	University Enrolment Fee	150
4.	Form for admission	100
5.	Student Union Fee	25
6.	Magazine Fee	20
7.	Sports Fee	50
8.	Association Fee	10
9.	Cultural Council	05
10.	University Union Fee	20
11.	Athletic Association Fee	05
12.	University Development Fee	600
13.	WUS Contribution	120
14.	Identity Card	10
15.	University Library Fee	15
16.	Library Development Fee	200
17.	Library Security Deposit	1000
18.	N.S.S. Fund	20
19.	Laboratory Caution Fee	25
20.	Laboratory Fee	20
21.	Student Welfare	20
22.	Policy against Sexual Harassment	10
	Total	2881

The Council resolved to recommend to the Executive Council for approval.

21.15/ Report of the Inspection Committee constituted by the Vice-Chancellor in terms of the provision of Statute 30(1)(C)(iii) of the Statutes of the University at its meeting held on 29.07.2015 for starting MD (Pathology) Course at G.B. Pant Institute of Post-graduate Medical Education & Research (GIPMER) with an intake of three seats per year, approved by the Vice-Chancellor on 11.08.2015.

21.16/ Report of the Inspection Committee, constituted by the Vice-Chancellor in terms of the provision of Statute 30(1)(C)(iii) of the Statutes of the University at its meeting held on 29.07.2015 for starting MD (Radio-Diagnosis) Course at G.B. Pant Institute of Post-graduate Medical Education & Research (GIPMER) with an intake of four seats per year, approved by the Vice-Chancellor on 11.08.2015.

21.17/ Guidelines for Under-graduate courses under Choice Based Credit System (CBCS), approved by the Vice-Chancellor on 14.08.2015. (Appendix-LVII) (Page No. 3088-3102)

The Council resolved to recommend to the Executive Council for approval.

21.18/ Change of nomenclature of MBA (Finance and Control) to MBA (Financial Management) and proposed syllabus of MBA (Financial Management), approved by the Vice-Chancellor on 21.08.2015. (Appendix- LVIII) (Page No. 3103-3155).

The Council resolved to recommend to the Executive Council for approval.

21.19/ Allowing failed students i.e. Mr. Dishant and Mr. Akshay Dehur of 1st year MIB course (2013-2015) to move in 2nd year and continue to be in MIB course and will have to clear 1st and 2nd semester of MIB along with 3rd and 4th Semesters. These students will be governed by rules/ procedures of MIB, approved by the Vice-Chancellor on 28.08.2015.

21.20/ Students admitted in various UG Courses (Annual Mode) of the University in the session 2010-2011, in Science Courses (Semester System) and for Humanities (Annual Mode) in the session 2011-2012 and UG Courses (Semester System) in the session 2012-2013 to seek admission in 3rd year/ V Semester of their respective Courses as per their span period. The Colleges in which such students have taken admission may decide on holding regular classes. The examination of such students will be held according to their respective syllabi, approved by the Vice-Chancellor on 08.09.2015.

21.21/ Students who took admission in the UG Courses under FYUP in the session 2013-2014 cleared their 1st year papers but could not take admission in III Semester in the session 2014-2015 and are not governed by notification dated 18.07.2015. Such students have been permitted to take admission in the III Semester of their respective courses in their respective Colleges in the session 2015-2016, approved by the Vice-Chancellor on 08.09.2015.

21.22/ Students admitted in UG Courses under FYUP in 2013-2014 who failed to clear their 1st year and could not take re-admission in 1st year in the session 2014-2015 may be permitted to take re-admission in 1st year under CBCS in the session 2015-2016. The Span Period for such students may be counted from the current academic session, approved by the Vice-Chancellor on 08.09.2015.

21.23/ Issuance of notification in July 2014 whereby students of 1st year admitted in the session 2013-2014 who have failed, could not fill the examination forms were permitted to get them re-admitted in the 1st year in the session 2014-2015. However, some colleges have permitted such students to take admission in the III Semester in the session 2014-2015. The results of III Semester of such students were withheld as they have not cleared 1st year and these students could not appear in the IV Semester exams. Such students have been allowed to take admission in the III Semester of their respective Courses in the session 2015-2016 and clear the I & II Semester papers with their III & IV Semester papers, approved by the Vice-Chancellor on 08.09.2015.

21.24/ Nomination of the following five persons as members of the Faculty of Applied Social Sciences & Humanities under provision of the Statute 9(3)(vii) of the Statute of the University for a term of 3 years with immediate effect, approved by the Vice-Chancellor on 14.10.2015:-

1. Dr. Rajat Kathuria
Director and Chief Executive
Indian Council Research on International Economic Relations (ICRIER)
New Delhi.
2. Prof. Bishwanath Goldar
Ex-Professor
Institute of Economic Growth,
University of Delhi Enclave,
Delhi-110007.
3. Prof. Alakh N. Sharma
Professor and Director
Institute of Human Development,
NIDM Building, IIIrd floor,
IIPA Campus, Indraprastha Estate,
New Delhi-110002.
4. Prof. R.K. Chaubey
Director
Indian Institute of Public Administration,
New Delhi.
5. Prof. Indira Rajaraman
Member, 13 Finance Commission,
National Institute of Public Finance and Policy (NIPFP)
Qutab Institutional Area,
Near Katwaria Sarai,
New Delhi-110016.

21.25/ Panel of Experts of the following Departments approved by the Vice-Chancellor on the date noted against each of them for recognition of teachers as Lecturer (Assistant Professor)/ Readers (Associate Professor)/ Professors of the University as required under Statute 19(2) of the Statutes of the University for the year 2015-2017:-

Sl. No.	Department	Date of Approval
1.	Department of Psychiatry (Faculty of Medical Sciences)	11.07.2015
2.	Department of Anaesthesia (Faculty of Medical Sciences)	16.08.2015
3.	Department of Molecular Biology (Faculty of Inter Disciplinary and Applied Sciences)	17.09.2015

4.	Department of Physical Education and Sports Sciences (Faculty of Inter Disciplinary and Applied Sciences)	17.09.2015
5.	Department of Genetics (Faculty of Inter Disciplinary and Applied Sciences)	17.09.2015
6.	Department of Electronic Science (Faculty of Inter Disciplinary and Applied Sciences)	17.09.2015
7.	Department of Microbiology (Faculty of Inter Disciplinary and Applied Sciences)	17.09.2015
8.	Department of Unani (Faculty of Ayurvedic & Unani Medicines)	24.10.2015
9.	Division of Information Technology (IT) (Faculty of Technology)	17.11.2015
10.	Division of Computer Engineering (COE) (Faculty of Technology)	17.11.2015
11.	Division of Electronics and Communication Engineering (ECE) (Faculty of Technology)	17.11.2015
12.	Division of Biotechnology (BT) (Faculty of Technology)	17.11.2015
13.	Division of Manufacturing Processes & Automation Engineering (MPAE) (Faculty of Technology)	17.11.2015
14.	School of Applied Sciences (Physics) (Faculty of Technology)	17.11.2015
15.	School of Applied Sciences (Mathematics) (Faculty of Technology)	17.11.2015
16.	School of Applied Sciences (Chemistry) (Faculty of Technology)	17.11.2015
17.	Division of Instrumentation & Control Engineering (ICE) (Faculty of Technology)	17.11.2015

The list being confidential is not enclosed.

21.26/ Academic Calendar for B.Tech. (IT and Mathematical Innovation) for the academic session 2015-2016, approved by the Vice-Chancellor on 14.10.2015.

21.27/ Allowing students of LL.B. who have failed in 2nd year to 3rd year (5th Semester) due to non-availability of existing courses because of introduction of new scheme of courses of LL.B. as Law Faculty may not be able to arrange classes for these students of LL.B. old course in addition to classes of LL.B. new course due to lack of infrastructure. However, this may not be quoted as precedent in future. These students will have to clear all their papers as applicable along with the papers of 3rd year, approved by the Vice-Chancellor on 19.10.2015.

21.28/ Academic Calendar for B.A. (H) Humanities & Social Sciences for academic session 2015-2016, approved by the Vice-Chancellor on 28.10.2015.

21.29/ Option to choose papers of Political Science, Economics, History, Philosophy in lieu of the two papers of MIL apart from English to study as Core language and in Ability Enhancement Communication Courses (AECC) to the students

admitted under CBCS in 1st Semester of B.A./ B.Com. Programme in the current academic year and who have not studied Hindi beyond Class VIII or their language is not part of the language under MIL. Further, such students cannot opt for the paper of the subject which they are studying as one of the core subjects in their respective courses, approved by the Vice-Chancellor on 23.11.2015.

21.30/ Recommendations of the meeting of the Choice Based Credit System-Oversight Committee held on 28.07.2015, approved by the Vice-Chancellor on 23.11.2015. {Appendix-LIX} (Page No. 3156-3158)

21.31/ Recommendations of the meeting of the Choice Based Credit System-Oversight Committee held on 14.10.2015, approved by the Vice-Chancellor on 23.11.2015. (Appendix-LX) (Page No. 3159-3160).

21.32/ Report of the Inspection Committee, constituted by the Vice-Chancellor in terms of the provision of Statute 30(1)(C)(iii) of the Statutes of the University at its meeting held on 24.08.2015 for starting of MD (Bio-Chemistry) Course at G.B. Pant Institute of Post-graduate Medical Education & Research (GIPMER) with an intake of two seats per year, approved by the Vice-Chancellor on 04.01.2016.

21.33/ Report of the Inspection Committee, constituted by the Vice-Chancellor in terms of the provision of Statute 30(1)(C)(iii) of the Statutes of the University at its meeting held on 24.08.2015 for starting of MD (Microbiology) Course at G.B. Pant Institute of Post-graduate Medical Education & Research (GIPMER) with an intake of two seats per year, approved by the Vice-Chancellor on 04.01.2016.

21.34/ Nomination of the following five persons as members of the Faculty of Management Studies under provision of the Statute 9(3)(vii) of the Statute of the University for a term of 3 years with immediate effect, approved by the Vice-Chancellor on 03.02.2016:

1. Mr. Tejendra Mohan Bhasin
Vigilance Commissioner, Central Vigilance Commission,
Satarkata Bhawan, Block-A, GPO Complex,
INA, New Delhi-110003.
2. Mr. Praveer Sinha
CEO and Managing Director
TAT Power-DDL NDLP House,
Hudson Line, Kingsway Camp,
Delhi-110009.
3. Dr. N.P. Singh
Director
Medicine & Allied Specialties,
Pushpanjali Corsslay Hospital,
W-3, Sector-1, Vaishali,
Ghaziabaad-201012.

4. Prof. S.S. Yadav
Indian Institute of Technology
Vishwakarma Bhawan,
Shaheed Jeet Singh Marg
New Delhi-110016.

5. Ms. Vibha Paul Rishi
Director
Asian paints Ltd.,
A-5, Geetanjali Enclave,
New Delhi-110003.

21.35/ Appointment of the following Courses Admission Committee for the Calendar year 2016 (As per provisions of Ordinance-II Clause -1(2) of Ordinances of the University), approved by the Vice-Chancellor on 04.02.2016.

1. Science Courses Admission Committee
2. Arts Courses Admission Committee
3. Social Sciences Courses Admission Committee
4. Law Courses Admission Committee
5. Education Courses Admission Committee
6. Medical Sciences Courses Admission Committee
7. Ayurvedic & Unani Medicines Courses Admission Committee (Joint Admission Committee)
8. Technology Courses Admission Committee
9. Music Courses Admission Committee
10. Mathematical Sciences Courses Admission Committee
11. Management Studies Courses Admission Committee
12. Fine & Arts Courses Admission Committee
13. Inter-Disciplinary & Applied Sciences Courses Admission Committee
14. Commerce & Business Studies Courses Admission Committee
15. Homeopathic Medicines Courses Admission Committee

21.36/ Recommendations made by the Equivalence Committee at its meeting held on 20.01.2016, approved by the Vice-Chancellor on 22.02.2016. **(Appendix-LXI)**
(Page No. 3161-3163)

21.37/ Constitution of the Inspection Committee of the following in terms of the provision of Statute 30(1)(C)(iii) of the Statutes of the University to start MDS (Conservative Dentistry & Endodontics) course in Army Dental Centre of Army Hospital (R&R) w.e.f. 2017-2018 onwards, approved by the Vice-Chancellor on 22.02.2016:

1. Prof. Sudha Prasad - Chairperson
The Dean
Faculty of Medical Sciences
University of Delhi
2. Prof. Harpreet Grewal - Member
Head
Department of Dental Science,
University of Delhi

3. Prof. Ajay Logani - Expert Member
Department of Conservative & Endodontics
AIIMS
New Delhi

21.38/ Nominating the following on the Standing Committee of Academic Council (Under Clause-5 of Ordinance-II of Ordinances of the University) for the academic year 2016-2017, approved by the Vice-Chancellor on 08.03.2016:

1. The Dean, Faculty of Social Sciences - (Chairman)
2. Dr. S.P. Aggarwal, Principal, Ramanujan College
3. Dr.(Ms.) Poonam Verma, Shaheed Sukhdev College of Business Studies
4. Dr. R.N. Dubey, Member, Academic Council (Bhim Rao Ambedkar College)

21.39/ Recommendations of the Standing Committee of the Academic Council (as per provisions of Clause 5 Ordinance II) held on 26.4.2016 regarding admission procedure for admission to various Postgraduate/ Master's Courses for the academic session 2016-2017, approved by the Vice-Chancellor on 26.04.2016. (Appendix- LXII) (Page No. 3164-3367)

21.40/ Recommendations of the Standing Committee of Academic Council (as per provisions of Clause 5 Ordinance II) held on 05.05.2016 regarding admission procedure to various M.Phil./ Ph.D. and procedure for admission to undergraduate courses through entrance examinations for the academic session 2016-2017, approved by the Vice-Chancellor on 13.05.2016. (Appendix- LXIII) (Page No. 3368-3373)

21.41/ Recommendations of the Committee constituted by the University to look into the process of admission for various undergraduate courses for the academic session 2016-17 and other related issues (Date of meetings 15.3.2016, 28.03.2016, 6.05.2016, 17.05.2016, 20.05.2016, 23.05.2016 and 25.05.2016)), approved by the Vice-Chancellor on 30.05.2016. (Appendix-LXIV) (Page No. 3374-3406)

21.42/ Academic Calendar to be followed for the academic session 2016-17 by the various Under-Graduate and Post-Graduate courses as detailed below which was approved by the Vice-Chancellor on 13.06.2016:-

SEMESTER I/III/V/VII	
Classes Begin	20 th July, 2016 (Wednesday)
Mid-Semester Break	11 th October, 2016 (Tuesday) to 16 th October, 2016 (Sunday)
Classes begin after Mid-Semester Break	17 th October, 2016 (Monday)
Dispersal of Classes, Preparation leave and Practical Examinations begin	12 th November, 2016 (Saturday)

Theory Examinations begin	24 th November, 2016 (Thursday)
Winter Break	17 th December, 2016 (Saturday) to 1 st January, 2017 (Sunday)
SEMESTER II/IV/VI/VIII	
Classes Begin	2 nd January, 2017 (Monday)
Mid-Semester Break	13 nd March, 2017 (Monday) to 19 th March, 2017 (Sunday)
Classes begin after Mid-Semester Break	20 th March, 2017 (Monday)
Dispersal of Classes, Preparation leave and Practical Examinations begin	27 th April, 2017 (Thursday)
Theory Examinations begin	9 th May, 2017 (Tuesday)
Summer Vacation	20 th May, 2017 (Saturday) to 19 th July, 2017 (Wednesday)

21.43/ Academic Calendar followed for the academic session 2016-17 by the Faculty of Management Studies as detailed below which was approved by the Vice-Chancellor on 13.06.2016:-

FALL SEMESTER	
Classes Begin	1 st July, 2016 (Friday)
Summer Placement	8 th October, 2016 (Saturday) to 12 th October, 2016 (Wednesday)
Classes begin after Summer Placement	13 th October, 2016 (Thursday)
Semester Examination	28 th October, 2016 (Friday) to 12 th November, 2016 (Saturday)
WINTER SEMESTER	
Classes Begin	15 th November, 2016 (Tuesday)
Winter Break	18 th December, 2016 (Sunday) to 1 st January, 2017 (Sunday)
Classes begin after Winter Break	2 nd January, 2017 (Monday)
Final Placement	29 th January, 2017 (Sunday) to 5 th February, 2017 (Sunday)
Classes start after final placement	6 th February, 2017 (Monday)
Semester Examination	24 th March, 2017 (Friday) to 7 th April, 2017 (Friday)
Evaluation of answer scripts and other activities	8 th April, 2017 (Saturday) to 30 th April, 2017 (Sunday)

21.44/ Recommendations of the Standing Committee of Non-Collegiate Women's Education Board made at its meetings held on 24.05.2016 and 09.07.2016 regarding opening of following 13 new Centres of Non-Collegiate Women's Education Board from the academic session 2016-2017 which were approved by the Vice-Chancellor on 09.07.2016:

1. Aditi Mahavidyalaya
2. Aryabhatta College
3. Bhagini Nivedita College
4. Dr. Bhimrao Ambedkar College
5. Keshav Mahavidyalaya
6. Ramanujan College
7. Satyawati College (Evening)
8. Sri Aurobindo College
9. College of Vocational Studies
10. Deen Dayal Upadhyay College
11. Rajdhani College
12. Miranda House
13. Moti Lal Nehru College

The Council resolved to recommend to the Executive Council for approval.

21.45/ Proposal of the Head, Department of Microbiology, to shift the paper "Microbial Metabolism" listed as General Elective for 3rd Semester to the 2nd Semester students of B.Sc.-Bio-Medical Sciences and B.Sc.-Food Technology, approved by the Vice-Chancellor on 11.07.2016.

22/ **The Council noted and accepted/ ratified the decision/ action taken by the Vice-Chancellor other than emergency powers in the following matters:**

22.1/ Amendments in the Regulations of Examination Committee and tabulations of results, page no. 706-707, University Calendar Volume-II, 1989, approved by the Vice-Chancellor, on 25.11.2014. (**Appendix-LXV**) (**Page No. 3407-3408**)

The Council resolved to recommend to the Executive Council for approval.

22.2/ Constitution of the Board of Inter-disciplinary Programmes consisting of the following for a term of three years as per the provisions of Ordinance XV-A of Ordinances of the University, approved by the Vice-Chancellor on 25.07.2015:

1. Vice-Chancellor or his nominee (Chairman)
2. Pro-Vice-Chancellor

Clause 3(3-7) Five members of the teaching staff of the University/Colleges

3. Prof. Pradeep Burma, Department of Genetics
4. Prof. Rup Lal, Department of Zoology
5. Prof. R.K. Sharma, Department of Chemistry
6. Prof. Anita Sharma, Department of East Asian Studies
7. Prof. Sangit Ragi, Department of Political Science

Clause 8(8-12) Five eminent academicians

8. Prof. Faizan Ahmed, CIRBS, JMI, New Delhi
9. Prof. Rakesh Bhatnagar, School of Biotechnology, JNU, New Delhi
10. Dr. Raj Kamal Bhatnagar, ICGB, Aruna Asaf Ali Marg, New Delhi
11. Prof. T.P. Singh, Department of Biophysics, AIIMS, New Delhi
12. Prof. P.K. Choubey, IIPA, New Delhi

Clause 3(13) a person not below the rank of Dy. Registrar

13. Sh. B. Raja Rajan, Joint Registrar (South Delhi Campus) – (Secretary)

The Council resolved to recommend to the Executive Council for approval.

22.3/ Recommendations of the Committee constituted by the Vice-Chancellor dated 28.08.2015 regarding institution of scholarship out of Vice-Chancellor fund in the memory of "Late Ms. Vaishali Tomar, a student of the B.El.Ed. course Ist year of Aditi Mahavidyalaya, Bawana, approved by the Vice-Chancellor on 28.08.2015.

The guidelines for the scholarship are as under:

"Institution of Scholarship in the memory of (Late) Ms. Vaishali Tomar, who was student of B.El.Ed. during the year 2010 at Aditi Mahavidyalaya, Bawana, Delhi-110039, regarding:-

1. The College may create/open an "**Endowment Corpus Fund**" account and the grant released of ₹ 10,00,000/- (Ten Lacs Only) may be deposited in the said account. The amount so deposited may be invested in the form of FDR in the nationalized bank.
2. The College has to institute a Scholarship in the memory of **(Late) Ms. Vaishali Tomar** and the scholarship so instituted will be awarded along with well-crafted certificated to the topper of the B.El.Ed. first year course of Aditi Mahavidyalaya from the interest earned on the "**Endowment Corpus Fund**" account for each year.
3. The 50% of the annual interest earned/accrued on the FDR will be utilized for the disbursement of the scholarship so instituted for the succeeding year and 50% shall be ploughed back to the "**Endowment Corpus Fund**" in order to discount for the future inflation and maintain the real time value of the scholarship.
4. The interest on the "**Endowment Corpus Fund**" will accrue in next current financial year i.e. 2015-16 as such the 50% of the interest earned will be utilized for the year 2016-17.
5. The award of scholarship shall be effective from the academic year 2015-16. The Scholarship branch will take necessary action for placing the

recommendations of committee's report in the ensuing Academic Council/Executive Council meeting. The expenditure for the award of scholarship for the year 2015-16 will be *released by the University under the V.C. Students Fund* based on the proposal received from the college. From the succeeding academic years, the scholarship shall be awarded/dispensed from the interest accrued/earned on the "*Endowment Corpus Fund*".

6. The statement of account of "*Endowment Corpus Fund*" and the utilization certificate shall be submitted to the University every year by the College. Further, administrative charges for managing endowment, selection procedure of the student and awarding the scholarship shall be the responsibility of the College.
7. The unutilized amount in any, in any year shall be added to the corpus of the endowment fund.
8. The Scholarship will be awarded to the student best all-round/Topper of the B.El.Ed first year course and the no. of scholarship may be decided by the college based the available funds on the 50 of the interest earned.
9. No student shall be eligible for award of this scholarship, if she already holds a scholarship awarded by Delhi University or any other University or the Central Government or any state Government or Private Body other free ship.
10. In case a student accepts any other scholarship/financial assistance from any other source she shall be required to refund the amount received by her on this account from the date accepts the other scholarship/financial assistance.

The Council resolved to recommend to the Executive Council for approval.

22.4/ Syllabi of the following under-graduate courses under Choice Based Credit System (CBCS), approved by the Vice-Chancellor on 14.08.2015:-

1. B.Sc.(Prog.) Applied Life Sciences with Agro-chemical and Pest Management (**Appendix-LXVI**) (**Page No. 3409-3472**)
2. B.Sc.(Prog.) with Industrial Chemistry (**Appendix-LXVII**) (**Page No. 3473-3482**)
3. B.Sc.(Prog.) with Analytical Chemistry (**Appendix-LXVIII**) (**Page No. 3483-3555**)
4. B.Sc.(Hons.) Statistics and Generic papers for B.Sc. (Hons.)/B.A. (Hons.) to be offered to the students of other than B.Sc. (Hons.) course. (**Appendix-LXIX**) (**Page No. 3556-3612**)
5. Syllabi of Botany, Chemistry and Zoology component of the B.Sc. (Prog.) Life Sciences course. (**Appendix-LXX**) (**Page No. 3613-3742**)

6. Syllabus of B.Sc. (Prog.) Mathematical Sciences (Operational Research). (Appendix-LXXI) (Page No. 3743-3762)
7. Minor modification in the sequencing of the papers in the B.A. (Hons.) History and B.A. (Prog.) History courses. (Appendix-LXXII) (Page No. 3763-3769)

The Council resolved to recommend to the Executive Council for approval.

22.5/ Syllabi of the following under-graduate courses under Choice Based Credit System (CBCS) scheme approved by the Vice-Chancellor on 11.09.2015:-

1. Introduction of Functional Hindi in B.A. (Prog.) (Appendix-LXXIII) (Page No. 3770-3810)
2. Sanskrit Communication in B.A. (Prog.) (Appendix-LXXIV) (Page No. 3811-3812)
3. B.A. (Hons.) core paper no. 12 in the Department of Sanskrit. (Appendix-LXXV) (Page No. 3813-3816)
4. Introduction of French/German/Spanish papers in B.A. (Prog.) in the Department of Germanic & Romance Studies. (Appendix-LXXVI) (Page No. 3817-3843)

The Council resolved to recommend to the Executive Council for approval.

22.6/ Modifications in the Ordinance IX (12) of the Ordinances of the University regarding courses governed under the scheme of examination of the Choice Based Credit System (CBCS), passed by the Executive Council at its meeting held on 14.07.2015, approved by the Vice-Chancellor on 27.10.2015 as detailed below:-

Existing	Amended
Ordinance IX (1-11) x x x x x x	Ordinance IX (1-11) x x x x x x
	12. Pass Percentage and Promotion Rules for All the Under-Graduate Courses under Choice Based Credit System.
The following provisions shall be applicable to students admitted to the Three Year Under-graduate program under CBCS programme.	The following provisions shall be applicable to students admitted to the Three Year Under-graduate programme under Choice Based Credit System (CBCS):
Pass percentage and promotion criteria	12 (1)
(a) A student who appears in an odd semester examinations or who was eligible to appear in the odd semester examinations but remains	(a) A student who appears in an odd semester examinations or who was eligible to appear in the odd semester examinations but

absent in any or all the papers of the said semester, shall move on to the next even semester irrespective of his/her result in the said examinations.

(b) A student who has obtained 40% on the aggregate taking together all the papers in theory examination (including internal assessment/ project work) and practical examination separately conducted in Ist and IInd semester shall be promoted to the second academic year/IIIrd semester.

(c) A student who has obtained 40% on the aggregate taking together all the papers in theory examination (internal assessment/ project work) and practical examinations separately, conducted in IIIrd and IVth semester shall be promoted to the third academic year/ Vth semester.

(d) A student who wants to re-appear for improvement in marks in a paper prescribed for semester I/III/V may do so only in the semester examinations to be held in November-December. A student who wants to re-appear for improvement in a paper prescribed in semester II/IV/VI may do so only in the examinations to be held in May/June.

remains absent in any or all the papers of the said semester, shall move on to the next even semester irrespective of his/her result in the said examinations.

(b) A student who has obtained 40% on the aggregate taking together all the papers in theory examination (including internal assessment/ project work) and practical examination separately conducted in Ist and IInd semester shall be promoted to the second academic year/IIIrd semester.

(c) A student who has obtained 40% on the aggregate taking together all the papers in theory examination (internal assessment/ project work) and practical examinations separately, conducted in IIIrd and IVth semester shall be promoted to the third academic year/ Vth semester.

(d) Students who do not fulfill the promotion criteria mentioned above shall be declared fail in the promotion examination of the academic year concerned. However, they shall have the option to retain the marks in the papers in which they want to retain.

(e) If a student has secured an aggregate of minimum 40% marks taking together all the papers in theory examination (including internal assessment/ project, wherever applicable) and practical exam separately till the end of the third year, i.e., upto the end of the VIth semester, then she/he shall be awarded the degree in which the student has been admitted.

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Re-appearance for improvement

(a) A student may re-appear in any theory paper prescribed for a semester, on foregoing in writing her/his previous performance in the paper/s concerned. This can be done in the immediate subsequent semester examination only (for example, a student re-appearing in paper prescribed for semester I examination may do so along with subsequent semester IIIrd examination and not along with papers for semester Vth).

(b) A candidate who has cleared examinations of third academic year (Vth and VIth semesters) may re-appear in any paper of V or VI semester only once, at the immediate subsequent examinations on foregoing in writing her/his previous performance in the paper/s concerned, within the prescribed span period.

(Note: The candidate of this category will not be allowed to join any post-graduate courses)

(c) In the case of re-appearance in paper, the result will be prepared on the basis of candidate's current performance in the examinations.

(f) A student who wants to re-appear for improvement in marks in a paper prescribed for semester I/III/V may do so only in the semester examinations to be held in November-December. A student who wants to re-appear for improvement in a paper prescribed in semester II/IV/VI may do so only in the examinations to be held in May/June.

(2) Re-appearance for improvement

(a) A student may re-appear in any theory paper prescribed for a semester, on foregoing in writing her/his previous performance in the paper/s concerned. This can be done in the immediate subsequent semester examination only (for example, a student re-appearing in paper prescribed for semester I examination may do so along with subsequent semester IIIrd examination and not along with papers for semester Vth).

(b) A candidate who has cleared examinations of third academic year (Vth and VIth semesters) may re-appear in any paper of V or VI semester only once, at the immediate subsequent examinations on foregoing in writing her/his previous performance in the paper/s concerned, within the prescribed span period.

(Note: The candidate of this category will not be allowed to join any post-graduate courses)

(c) In the case of re-appearance in paper, the result will be prepared on the basis of candidate's current performance in the examinations.

<p>(d) In the case of a candidate, who opts to re-appear in any paper/s under the aforesaid provisions, on surrendering her/his earlier performance but fails to reappear in the paper/s concerned, the marks previously secured by the candidate in the paper/s in which she/he has failed to re-appear shall be taken into account while determining her/his result of the examination held currently.</p> <p>(e) Re-appearance in practical/internal assessment shall not be allowed.</p> <p>(f) All papers of Core, Elective, Ability Enhancement Compulsory Courses (AECC) shall be for 100 marks each and 25 marks shall be for Internal Assessment(IA).</p> <p>(g) Examination for Practical wherever applicable shall be based on continuous evaluation.</p> <p>(h) Duration of end semester theory examinations of Core and Elective subjects shall be three hours.</p> <p>(i) The entire evaluation process for AECC shall be undertaken by each college where the AECC are being taught and the teacher responsible for the conduct of learning of the AECC shall be responsible for the evaluation.</p> <p>(j) There shall be no internal assessment in practical papers.</p> <p>(k) There shall be no supplementary examinations.</p>	<p>(d) In the case of a candidate, who opts to re-appear in any paper/s under the aforesaid provisions, on surrendering her/his earlier performance but fails to reappear in the paper/s concerned, the marks previously secured by the candidate in the paper/s in which she/he has failed to re-appear shall be taken into account while determining her/his result of the examination held currently.</p> <p>(e) Re-appearance in practical/internal assessment shall not be allowed.</p> <p>(f) All papers of Core, Elective, Ability Enhancement Compulsory Courses (AECC) <u>and Skill Enhancement Courses (SEC)</u> shall be for 100 marks each and 25 marks shall be for Internal Assessment (IA).</p> <p>(g) Examination for Practical wherever applicable shall be based on continuous evaluation.</p> <p>(h) Duration of end semester theory examinations of Core and Elective subjects shall be three hours.</p> <p>(i) The entire evaluation process for AECC <u>and Skill Enhancement Courses (SEC)</u> shall be undertaken by each college where the AECC and SEC are being taught and the teacher responsible for the conduct of learning of the AECC <u>and SEC</u> shall be responsible for the evaluation.</p> <p>(j) There shall be no internal assessment in practical papers.</p> <p>(k) There shall be no supplementary examinations.</p>
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(l) Paper setting and evaluation of the answer script of the concerned paper shall be coordinated by the respective boards appointed by the Competent Authority. In case of at least 50% of Core courses offered in different programmes across the disciplines, the assessment / evaluation of the theoretical component towards the end of the semester should be undertaken by external examiners from outside the college at the UG level who may be appointed by the Competent Authority.

(m) Eligibility for award of degree under CBCS.

The following shall be applicable to students admitted to the under-graduate programme under CBCS:

(a). If a student has secured an aggregate of minimum 40% marks taking together all the papers in theory examination (including internal assessment/ project, wherever applicable) and practical exam separately till the end of the third year, i.e., upto the end of the VI semester, then she/he shall be awarded the degree in which the student has been admitted.

(b). Students who do not fulfill the promotion criteria mentioned above shall be declared fail in the promotion examination of the academic year concerned. However, they shall have the option to retain the marks in the papers in which they want to retain.

Letter grades and grade points

(I). A student who passes all the papers prescribed for semester I to

(l) Paper setting and evaluation of the answer script of the concerned paper shall be coordinated by the respective boards appointed by the Competent Authority. In case of **all Core Courses** offered in different programmes across the disciplines, the assessment / evaluation of the theoretical component towards the end of the semester should be undertaken by external examiners from outside the college at the UG level who may be appointed by the Competent Authority.

(m) Eligibility for award of degree under CBCS.

(3) Letter grades and grade points

(a) **A student who becomes eligible for the degree as per Ordinance**

semester VI examinations would be eligible for the degree. Such a student shall be categorized on the basis of the combined result of semester I to semester VI examinations under CBCS on a 10 point grading system with the following Letter Grades as given below:

Letter Grade	Grade Point
(Outstanding)	10
A+(Excellent)	9
A (Very Good)	8
B+(Good)	7
B(Above Average)	6
C(Average)	5
P(Pass)	4
F(Fail)	0
Ab(Absent)	0

Issue of Transcripts

Based on the grades earned, a Grade Certificate shall be issued to all the registered students by the University after every semester and a consolidated transcript indicating the performance in all semesters. The Grade Certificate will display the course details (code, title of the paper, number of credits, grade secured) along with SGPA of each semester and CGPA earned based on overall six semesters.

(II). A student obtaining Grade F shall be considered failed and will be required to re-appear in the examinations.

(III). For non-credit courses, 'satisfactory' or 'unsatisfactory' shall be indicated instead of the Letter Grade and this will not be counted for the computation of SGPA/CGPA.

IX, 12(1). Such a student shall be categorized on the basis of the combined result of semester I to semester VI examinations under CBCS on a 10 point grading system with the following Letter Grades as given below:

Letter Grade	Grade Point
<u>O (Outstanding)</u>	10
A+(Excellent)	9
A (Very Good)	8
B+(Good)	7
B(Above Average)	6
C(Average)	5
P(Pass)	4
F(Fail)	0
Ab(Absent)	0

Issue of Transcripts: Based on the grades earned, a Grade Certificate shall be issued to all the registered students by the University after every semester and a consolidated transcript indicating the performance in all semesters. The Grade Certificate will display the course details (code, title of the paper, number of credits, grade secured) along with SGPA of each semester and CGPA earned based on overall six semesters.

(b) A student obtaining Grade F shall be considered failed and will be required to re-appear in the examinations.

(c) For non-credit courses, 'satisfactory' or 'unsatisfactory' shall be indicated instead of the Letter Grade and this will not be counted for the computation of SGPA/CGPA

The Council resolved to recommend to the Executive Council for approval.

22.7/ Panel of experts for constituting the Selection Committees under Statute 19(1) for appointment to various teaching/ non-teaching/ academic/ other posts in the University for the academic years 2014-2015 and 2015-2016, approved by the Vice-Chancellor on 21.09.2015 in respect of the following Departments/ Institutes/ Centres etc.:

Sr. No. Department

1. Philosophy
2. B.R. Ambedkar Centre
3. Physics
4. Financial Studies
5. Statistics
6. Women's Studies & Development Centre
7. Cluster Innovation Centre
8. Faculty of Management Studies
9. Faculty of Medical Sciences:
 - Microbiology Department
 - Paediatrics Department
 - Pharmacology Department
 - Surgery Department
 - Anatomy Department
 - Community Medicine Department
 - ENT Department
 - Forensic Medicine Department
 - Medicine Department
 - Ophthalmology Department
 - Pathology Department
 - Radio-diagnosis Department
 - Dermatology Department
 - Biochemistry Department
 - Obstt. & Gynae Department
 - Anaesthesia Department
 - Psychiatry Department
10. Department of Chemistry
11. Department of Economics
12. Department of Sociology
13. Department of Geology
14. Cluster Innovation Centre
15. Department of Zoology
16. Department of Social Work
17. Faculty of Management Studies & Department of Commerce
18. Department of Mathematics
19. Department of African Studies
20. Department of Political Science
21. Delhi University Sports Council

22. Department of Hindi
23. Department of Psychology
24. Department of Library & Information Science
25. Department of Music
26. Department of Genetics
27. Department of Plant Molecular Biology
28. Department of Botany
29. Department of Bio-Physics
30. Department of Environmental Studies

The Panel of Experts being confidential is not enclosed.

The Council resolved to recommend to the Executive Council for approval.

22.8/ Recommendation of the Board of Inter-disciplinary programme made at its meeting held on 19.08.2015 regarding establishment of 'Centre for Innovation in Infectious Disease Research, Education and Training' (CIIDRET) at the University of Delhi South Campus, New Delhi, (*As per Ordinance XV-A*: without any liability on the part of the University as per details placed at **Appendix-LXXVII (Page No. 3844-3847)**, approved by the Vice-Chancellor on 28.09.2015.

The Council resolved to recommend to the Executive Council for approval.

22.9/ Appointment of Professor Vijay K. Chaudhary, Department of Bio-Chemistry, University of Delhi South Campus, as Director 'Centre for Innovation in Infectious Disease Research, Education and Training' (CIIDRET) at the University of Delhi South Campus, New Delhi, for a period of three years w.e.f. the date of his assuming charge, approved by the Vice-Chancellor on 28.09.2015.

The Council resolved to recommend to the Executive Council for approval.

22.10/ Recommendations of the M.Phil. Committee for appointment of External Examiner/ Valuation of Scripts/ Dissertations/ Project Reports submitted by the M.Phil students, approved by the Vice-Chancellor in respect of the following Departments on the date noted against each of them:

Name of the Department	Date of Approval
1. Department of Library & Information Science (Ref. No. DLIS/M.Phil/1410 dated 09.07.2015)	18.07.2015
2. Department of Library & Information Science (Ref. No. DLIS/M.Phil/F/1429 dated 21.07.2015)	03.08.2015
3. Department of Library & Information Science (Ref. No. DLIS/M.Phil/F/1430 dated 21.07.2015)	03.08.2015

4. Department of Anthropology (Ref. No. Anth/2015/87 dated 18.08.2015)	28.08.2015
5. Department of Botany (Ref. No. Bot/15/88 dated 02.09.2015)	11.09.2015
6. Department of Anthropology (Ref. No. Anth/2015/111 dated 02.09.2015)	11.09.2015
7. Department of Mathematics (Ref. No. Maths/2015/2514 dated 02.09.2015)	17.09.2015
8. Department of Anthropology (Ref. No. Anth/2015/591 dated 23.09.2015)	14.10.2015
9. Department of Mathematics (Ref. No. Maths/2015/2632 dated 30.09.2015)	14.10.2015
10. Department of Anthropology (Ref. No. Anth/2015/30 dated 20.10.2015)	10.11.2015
11. Department of Sanskrit (Ref. No. Skt/2015/1443 dated 07.12.2015)	22.12.2015
12. Department of Anthropology (Ref. No. Anth/2015/79 dated 23.12.2015)	12.01.2016
13. Department of Mathematics (Ref. No. Maths/2016/3235 dated 12.02.2016)	19.02.2016

22.11/ Guidelines for conduct of Written Examination for persons with disabilities received from the Ministry of Social Justice and Empowerment, Department of Disability Affair vide its F.No. 16-110/2013-DD.III dated 26th February, 2013 and from Ministry of Human Resource Development, Department of Higher Education Economic Administration Division vide office Memorandum No.11-5/2013-SC/ST dated 5th October, 2015, approved by the Vice-Chancellor on 21.11.2013 and 27.11.2015. (**Appendix-LXXVIII**) (**Page No. 3848-3851**)

22.12/ Conduct of Examinations (Undergraduate) of School of Open Learning including identification/ finalizing of Examination Centres, development of Superintendent, overall supervision of the conduct of Examination at the Examination Centre and responsibility related to the processing of SOL result handed over the School of Open Learning from the Annual Examination, 2016 onwards, approved by the Vice-Chancellor on 19.01.2016.

22.13/ Constitution of the Selection Committee comprising of the following members by the Vice-Chancellor for the award of "20 each All India Post-Graduate

Scholarships & University Post-Graduate Scholarship" @ ₹ 400/- p.m. for the year 2015-2016, approved by the Vice-Chancellor on 22.01.2016:-

1. Dean, Faculty of Science (Chairperson)
2. Dean, Faculty of Arts
3. Dean, Faculty of Applied Sciences
4. Dean, Faculty of Social Sciences
5. Head, Department of Commerce
6. Principal, Miranda House

22.14/ Amendment to Ordinance IX of the Ordinances of the University related to classification of results, approved by the Vice-Chancellor on 28.06.2016 as detailed below :-

EXISTING	AMENDED (In extension to the existing ordinance)
A student who has obtained 40% in the aggregate taking together all the papers in theory examination (including internal Assessment/project work) and practical examinations separately, conducted in the first and second semesters shall be promoted to the second academic year/third semester and similarly from the second academic year to third academic year/fifth semester.	<p>1. Passing/Promotion Criteria and eligibility for the award of Degree for the Honours and Programme Courses under the Three Year Semester-Scheme.</p> <p>i) A student who has obtained 40% in the aggregate taking together all the papers in theory examination (including internal Assessment/project work) and practical examinations separately, conducted in the first and second semesters shall be promoted to the second academic year/third semester and similarly from the second academic year to third academic year/fifth semester.</p> <p>ii) A student who has obtained 40% in the aggregate taking together all the papers in theory examination (including internal assessment / project work) and practical examinations separately, till the end of the third year i.e. upto the end of the sixth semester shall be awarded the Bachelor's with Honours degree in case of Honours courses (B.A.(Hons) / B.Com(Hons) / B.Sc.(Hons) and Bachelor's Degree in programme courses (B.A./B.Com and B.Sc.).</p>

	<p>2. Passing/promotion Criteria and eligibility for the award of Degree for the B. Tech. Courses (Four Year Course).</p> <p>i) A student who has obtained 40% in the aggregate taking together all the papers in theory examination (including internal Assessment/project work) and practical examinations separately, conducted in the first and second semesters shall be promoted to the second academic year/third semester and similarly from the second academic year to third academic year/fifth semester.</p> <p>ii) A student who has obtained 40% in the aggregate taking together all the papers in theory examination (including internal assessment /project work and practical examinations separately, conducted in the fifth and sixth semesters shall be promoted to the fourth academic year/seventh semesters.</p> <p>iii) if a student has secured an aggregate of minimum 40% marks taking together all the papers in theory examination (including internal assessment/project work) and practical examinations separately till the end of the fourth year i.e. upto the end of the eighth semester, then he/she shall be awarded with the Bachelor's Degree in B. Tech.</p>
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The Council resolved to recommend to the Executive Council for approval.

22.15/ Recommendations of the Committee constituted by the competent authority to look into the issues of Choice Based Credit System made at its meetings held on 27.01.2016, 22.03.2016 and 25.04.2016 regarding amendment to Ordinance IX Clause-12(3) of the Ordinances of the University related to letter grades and grade points for all the Under-graduate Courses under Choice Based Credit System), approved by the Vice-Chancellor on 09.07.2016. (**Appendix-LXXIX**) (**Page No. 3852-3853**)

The Council resolved to recommend to the Executive Council for approval.

22.16/ Results of Doctor of Philosophy (Ph.D.) of the candidates, published on 14.01.2015, 17.01.2015, 06.02.2015, 20.02.2015, 24.02.2015, 05.03.2015, 10.03.2015, 17.03.2015, 19.03.2015, 26.03.2015, 30.03.2015, 08.04.2015,

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16.04.2015, 17.04.2015, 29.04.2015, 01.05.2015, 12.05.2015, 13.05.2015, 22.05.2015, 25.05.2015, 27.05.2015, 29.05.2015, 15.06.2015, 17.06.2015, 03.07.2015, 06.07.2015, 20.07.2015, 22.07.2015, 04.08.2015, 05.08.2015, 08.08.2015, 13.08.2015, 18.08.2015, 24.08.2015, 25.08.2015, 10.09.2015, 14.09.2015, 16.09.2015, 29.09.2015, 01.10.2015, 15.10.2015, 19.10.2015, 20.10.2015, 29.10.2015, 30.10.2015, 12.11.2015, 30.11.2015, 08.12.2015, 09.12.2015, 28.12.2015, 30.12.2015, approved by the Vice-Chancellor.

22.17/ Recommendations (Panel of examiners) of the Ph.D. Scholars from January 2015 to December 2015, approved by the Vice-Chancellor on the date noted against each.

Sl. No.	Name of the Department/Faculty	Date of Approval of Vice-Chancellor
1.	Department of English	12.03.2015, 08.05.2015, 02.06.2015, 01.07.2015, 11.09.2015
2.	Department of Philosophy	12.03.2015, 11.09.2015
3.	Department of Sanskrit	12.03.2015, 08.05.2015, 01.07.2015, 11.09.2015, 18.11.2015
4.	Department of Hindi	18.02.2015, 08.05.2015, 02.06.2015
5.	Department of Library & Information Science	12.03.2015, 08.05.2015, 18.11.2015
6.	Department of Urdu	12.03.2015, 08.05.2015, 01.07.2015, 11.09.2015, 18.11.2015
7.	Department of Modern Indian Languages & Literary Studies	18.02.2015, 08.05.2015, 18.11.2015
8.	Department of Buddhist Studies	18.11.2015
9.	Department of Linguistics	12.03.2015, 01.07.2015
10.	Department of Psychology	12.03.2015, 08.05.2015, 11.09.2015, 18.11.2015,
11.	Department of Arabic	18.11.2015
12.	Department of Persian	08.05.2015
13.	Department of Punjabi	12.03.2015, 11.09.2015, 18.11.2015
14.	Department of Botany	12.01.2015, 28.02.2015, 23.03.2015, 08.05.2015, 11.05.2015, 18.05.2015, 08.06.2015, 29.07.2015, 14.10.2015, 23.10.2015, 10.11.2015, 22.12.2015

15.	Department of Zoology	18.02.2015, 28.02.2015, 23.03.2015, 08.05.2015, 08.06.2015, 17.09.2015, 10.11.2015, 22.12.2015
16.	Department of Geology	14.01.2015, 06.02.2015, 23.03.2015, 18.05.2015, 08.06.2015, 31.07.2015, 14.10.2015, 22.12.2015
17.	Department of Home Science	18.02.2015, 08.05.2015, 22.12.2015
18.	Department of Chemistry	12.01.2015, 18.07.2015
19.	Department of Anthropology	12.01.2015, 06.02.2015, 23.03.2015, 29.05.2015, 31.07.2015, 17.09.2015, 18.11.2015, 22.12.2015
20.	Department of Physics & Astrophysics	18.02.2015, 23.03.2015, 08.05.2015, 29.05.2015, 20.08.2015, 10.11.2015
21.	Department of Environmental Studies	03.02.2015, 12.03.2015
22.	ACBR	22.01.2015, 18.02.2015, 29.05.2015, 29.07.2015, 27.08.2015, 23.10.2015, 22.12.2015
23.	Department of Economics	18.07.2015, 23.10.2015
24.	Department of Geography	06.04.2015, 18.07.2015, 23.10.2015
25.	Department of Sociology	06.02.2015, 06.04.2015, 09.04.2015, 18.07.2015, 23.10.2015
26.	Department of Social Work	06.04.2015, 18.07.2015, 23.10.2015
27.	Department of History	06.02.2015, 06.04.2015, 18.07.2015, 23.10.2015
28.	Department of African Studies	23.10.2015
29.	Department of East Asian Studies	23.10.2015
30.	Department of Political Science	06.04.2015, 18.07.2015, 23.10.2015
31.	Department of Adult Continuing Education & Extension	06.02.2015
32.	Department of Mathematics	12.01.2015, 08.05.2015, 18.11.2015
33.	Department of Statistics	08.05.2015, 18.11.2015

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34.	Department of Operational Research	12.01.2015, 18.11.2015, 22.12.2015
35.	Department of Computer Science	12.01.2015, 08.05.2015, 18.11.2015
36.	Faculty of Management Studies	12.03.2015, 03.07.2015, 22.12.2015
37.	Faculty of Music & Fine Arts	24.04.2015, 16.05.2015, 21.08.2015, 04.09.2015, 14.10.2015, 23.10.2015, 04.12.2015, 22.12.2015, 29.12.2015
38.	Faculty of Education	24.04.2015, 11.06.2015, 29.07.2015, 14.10.2015
39.	Faculty of Technology	21.08.2015
40.	Faculty of Medical Science	06.02.2015, 23.03.2015, 11.06.2015, 31.07.2015, 22.08.2015, 23.10.2015, 10.11.2015, 08.12.2015
41.	Faculty of Law	06.02.2015, 06.04.2015, 15.04.2015
42.	Department of Commerce	02.06.2015, 06.08.2015, 19.11.2015
43.	Department of Financial Studies	02.06.2015, 19.11.2015
44.	Department of Business Economics	08.05.2015, 23.10.2015
45.	Department of Slavonic & Finno Ugrian Studies	01.07.2015
46.	Department of Bio-Chemistry	06.02.2015, 29.05.2015, 04.09.2015
47.	Department of Electronics Science	15.06.2015, 04.09.2015, 18.11.2015
48.	Department of Genetics	06.04.2015, 29.05.2015, 18.07.2015, 29.07.2015, 27.08.2015, 04.12.2015
49.	Department of Microbiology	09.04.2015, 18.07.2015, 11.09.2015, 23.10.2015, 18.11.2015, 04.12.2015
50.	Department of Plant Molecular Biology	06.02.2015, 18.05.2015, 01.07.2015, 06.08.2015
51.	Department of Physical Education & Sports Sciences	14.01.2015, 06.02.2015, 31.07.2015, 04.12.2015

The Panel of examiners being confidential is not enclosed.

23/ The Council noted the following letters/ notifications/ amendments from UGC/ MHRD & Others and authorized the Vice-Chancellor to take further action in the matter:

23.1/ D.O. No. F.1-1/2016 (Secy.) dated 29.04.2016 from Prof. Jaspal S. Sandhu, Secretary, University Grants Commission to promote Ph.D. Course on Yoga for foreign students. (Appendix-LXXX) (Page No. 3854)


23.2/ Notification dated 4th May 2016 of the University Grants Commission (Minimum Qualifications for Appointment of Teachers and Other Academic Staff in Universities and Colleges and Measures for the Maintenance of Standards in Higher Education) (3rd Amendment), Regulations 2016. . (Appendix-LXXXI) (Page No. 3855-3900)

23.3/ Notification dated 5th May 2016 of the University Grants Commission (Minimum Standards and Procedure for Awards of M.Phil/ Ph.D. Degree), Regulations 2016. {In supersession of the UGC (Minimum Standards and Procedure for Awards of M.Phil/ Ph.D. Degree), Regulations, 2009}. (Appendix-LXXXII) (Page No. 3901-3912)

23.4/ Notification dated 11th July 2016 of the University Grants Commission (Minimum Qualifications for Appointment of Teachers and Other Academic Staff in Universities and Colleges and Measures for the Maintenance of Standards in Higher Education) (4th Amendment), Regulations 2016. (Appendix-LXXXIII) (Page No. 3913)

24/ The Council was informed about the progress/ plan of work for the development of three new campuses of University of Delhi - East (at Karkardooma), West (at Bawana) and South-West (at Dwarka).


(Prof. Tarun Kumar Das)
Registrar - Secretary


(Prof. Yogesh Kumar Tyagi)
Vice Chancellor - Chairman

**DEPARTMENT OF FINANCIAL STUDIES
UNIVERSITY OF DELHI SOUTH CAMPUS
NEW DELHI-110021**

**PROPOSED COURSE CURRICULUM FOR TWO YEAR
(FULL TIME) MBA (FINANCIAL MANAGEMENT)**

1. Rationale and Course Objectives

The MBA (Financial Management) replaces the existing Master of Finance and Control (MFC) Programme of the Department of Financial Studies, in accordance with The Gazette of India notification no.27 dated July 5-11, 2014 and the subsequent discussion of the Academic Council on January 21, 2015 and Executive Council on May 28, 2015 (Resolution No. 04(12)).

The Course programme aims at developing finance professionals who would man leading positions in financial services industry and finance departments of leading companies. The primary objective of the course is to equip the students with requisite knowledge and skills in financial planning, decision making and control. More specifically, the course aims at:

- acquainting students with the basic analytical tools and techniques of financial decision making;
- providing an insight into the nature of accounting information and the techniques to use such information for financial planning and valuation;
- familiarising students with the financial and regulatory architecture impinging upon the financial decision making;
- developing a basic understanding of issues involved in equity research, financial econometrics and risk management;
- developing an understanding of developments in the financial system and their implications for financial markets;
- developing an understanding of the conceptual framework for security analysis and portfolio management alongwith their application to areas like wealth management and risk analysis etc.;
- familiarising students with the issues involved in managing global financial services management and marketing thereof

2. Course Structure

The MBA (Financial Management) programme shall comprise of 28 courses – 24 compulsory courses and 4 elective courses. The elective courses shall provide the students a choice to acquire specialised knowledge in different areas of Finance. Each compulsory course as well as elective shall be of four credits. In addition to these credit courses, the department may offer non-credit courses and foundation courses depending upon the needs of the students.

The MBA (Financial Management) programme shall be in two parts i.e., Part I and II.

Part I

The schedule of Part I will be composed of two semesters, viz. Semester I and Semester II. The schedule of papers prescribed for Part I shall be as follows:

Semester I

- 101 Managerial Economics
- 102 Business & Corporate Laws
- 103 Financial Accounting
- 104 Business Statistics & Mathematics
- 105 Information Technology for Managers
- 106 Indian Financial System
- 107 Financial Management

Semester II

- 201 Macro Economic Theory and Policy
- 202 Management Accounting and Control Systems
- 203 Financial Analysis and Valuation
- 204 Quantitative Techniques for Management
- 205 Strategic Information Systems
- 206 Introductory Econometrics
- 207 Investment Analysis

Part II

The schedule of Part II will be composed of two semesters, viz. Semester III and Semester IV. The schedule of papers prescribed for Part II shall be as follows:

Semester III

- 301 Financial Services and Wealth Management
- 302 Business Management and Strategy
- 303 International Accounting
- 304 Portfolio Management
- 305 Financial Derivatives & Risk Management

Electives: *Any two of the following:*

- 306 Business Analytics
- 307 Tax Planning and Management
- 308 Enterprise Risk Management
- 309 Fixed Income Securities and Structured Finance Products
- 310 Corporate Governance and Corporate Social Responsibility
- 311 Marketing Management

Semester IV

- 401 Strategic Financial Management
- 402 Financial Econometrics and Equity Research
- 403 International Finance
- 404 Project Planning, Appraisal and Financing
- 405 Project Study

Electives: *Any two of the following:*

- 406 Mutual Fund and Alternative Investments
- 407 Real Estate Investment Management
- 408 Marketing of Financial Services
- 409 Bank Management and Credit Risk Analysis
- 410 Insurance Management
- 411 Natural Resources and Environmental Finance

The Department reserves the right to limit the choice for elective as well as non-credit courses, depending upon the availability of faculty and other resources.

The Department may offer foundation and non-credit courses in relevant areas as per requirements. Readings for papers may be reviewed by the Department from time to time. For greater academic inclusiveness, the Department may also offer short duration courses (not exceeding six months) using a combination of the papers in MBA (Financial Management). The details of such short duration courses may be worked out by the Department in due course of time.

Summer Training: As part of the course requirement, at the end of first year each student is required to undertake summer training for a period of 6 to 8 weeks in approved organisations. At the end of the summer training period, each student will be required to submit a certification as prescribed in the guidelines issued by the Department.

101: MANAGERIAL ECONOMICS

Objective

The objective of this course is to develop the ability to apply the concepts, tools and techniques of economics in analysing and interpreting business decisions.

Course Outline

Nature and Scope of Managerial Economics

Rationale and objectives of a firm, constraints faced by a firm

Demand and Consumer Behaviour

Supply and Demand Analysis of a Market, Demand function, demand curve, a firm's demand and the market demand, price income and cross elasticity of demand. Effects of variation in income and price, inter-temporal choice

Theory of the Firm

Production and cost in the short and long run. Decision making of a firm under alternative market structures in the short and long terms under conditions of Perfect Competition and Monopoly. Monopolistic Competition and Oligopoly, market concentration, price and non-price competition, Oligopoly and interdependence - Pricing Practices Strategic and Managerial Behaviour.

Problems posed by Uncertainty and Asymmetric Information

Uncertainty and Risk, Attitudes towards Risk, Insurance and other methods of Risk Management.

Asymmetric information

Market for Lemons, Agent-Principal relationship, Moral hazard, Adverse selection. Methods of overcoming Moral hazard and Adverse selection.

Suggested Readings

- Samuelson, W.F., and Marks, S.G., *Managerial Economics*, John Wiley and Sons Latest Edition
- Keat, Paul G. and Philip K.Y. Young, *Managerial Economics: Economic Tools for Today's Decision Makers*, Pearson Education Latest Edition
- Cabral, L., *Introduction to Industrial Organisation*, MIT Press Latest Edition
- Lewis, W.C., Peterson, H.C. and Jain, S.K., *Managerial Economics*, Pearson Education. Latest Edition
- Salvatore, D., *Managerial Economics in a Global Economy*, McGraw-Hill International Editions Latest Edition
- Varian, H.R., *Intermediate Microeconomics: A Modern Approach*, Affiliated East-West Press, W.W., Norton & Company Latest Edition
- Waldman, D., Jensen, E., *Industrial Organisation: Theory and Practice*, Addison-Wesley Latest Edition

(The list of cases and specific references including recent articles will be announced in the class.)

102: BUSINESS AND CORPORATE LAWS

Objective

The objective of this course is to acquaint the participants with the legal environment in which business operates.

Course Outline:

Indian Contract Act (Relevant provisions)

Provisions relating to formation and performance of contracts, Special Contracts - Bailment, pledge, indemnity & guarantee and agency.

Sale of Goods Act

Provisions relating to Contract of Sales, transfer of property, performance of contract of sale and rights of parties involved.

Negotiable Instruments Act

Provisions of law relating to promissory notes, bills of exchange and cheque; parties to a negotiable instrument; negotiation of instruments; discharge/dishonour of cheques and remedy; banker customer relationship.

Limited Liability Partnership Act 2008

Information Technology Act 2008

Companies Act 2013

Provisions relating to formation of company, issue of capital, management and administration, meetings and resolutions, borrowings, prevention of oppression and mismanagement, winding up, emerging issues-One person company, class action suit, associate company and private placement, SEBI (Issue of Capital and Disclosure Requirements) 2009, Interpretation of statutes, deeds and documents.

Suggested Readings

- Kuchhal, M.C., *Business Laws*, Vikas Publishing House Latest Edition.
- Singh, Avtar, *Law of Contract & Specific Relief*, Eastern Book Company Latest Edition
- Pathak, Akhileshwar, *Legal Aspects of Business*, Tata McGraw Hill Latest Edition
- Aggarwal, S.K., *Indian Business Laws*, Galgotia Publishers Latest Edition
- Landmark Judgements on Consumer Protection, Universal Law Publishing Company 9th Edition 2015
- Cooter, R., & Ulen, T., *Law & Economics*, Pearson Education Latest Edition
- Bagriyal, A. K., *Company Law*, Vikas Publishing House Latest Edition
- Corporate laws, Taxmann Publications Private Limited; Latest Edition
- Ramaiya, A guide to Companies act. Wadhwa and Co. Nagpur Latest Edition
- Hicks, Andrew & Goo, Cases and material on company law, Oxford University Press Latest Edition
- Padhi, P.K., *Legal Aspects of Business*, Prentice Hall, Latest Edition
- Datey, V.S., *Corporate laws and Secretarial Practice*, Taxmann, Latest Edition
- Sharma, J. P., An Easy Approach to Company Laws, Ane Books Pvt. Ltd. Latest Edition
- Sharma, J. P. and Kanojia, S., A Simplified Approach to Business Law, Ane Books Pvt. Ltd. Latest Edition
- Bare Acts of Limited Liability Act and Information Technology Act 2008

(The list of cases and specific references including recent articles will be announced in the class.)

103: FINANCIAL ACCOUNTING

Objective

The purpose of this course is to develop an insight into the nature of financial accounting information and its reporting through periodic financial statements. The focus of the paper is on the mechanics of financial accounting for corporate entities. This understanding will enrich skills of students in understanding financial statements.

Course Outline

- The Accounting System
- Accounting Model for General Purpose Financial Statements
- The Accounting Data Processing Cycle
- Accounting for Assets
- Accounting for Liabilities
- Accounting for Shareholders' Equity
- Revenue and Expenses
- Cash Flows Statement
- Accounting for Derivatives
- Group Accounts

Suggested Readings

- Harrison W.T., Horngren C.T. and Braun K., *Financial/Managerial Accounting*, Prentice-Hall, Latest Edition
- Stickney C.P., and Weil R.L., *Financial Accounting: An Introduction to Concepts, Methods and Uses*, South Western College Publishers, Latest Edition
- Dearden J. & Bhattacharya S.K., *Accounting for Management*, Vikas, New Delhi Latest Edition
- Narayanaswamy R., *Financial Accounting: A Managerial Perspective*, Prentice-Hall, New Delhi Latest Edition.
- Engler C., Bernstein L.A. and Lambert K.R., *Advanced Accounting* Irwin, Chicago, Latest Edition
- Bhattacharya A.K., *Financial Accounting for Business Managers*, Prentice-Hall, New Delhi, Latest Edition.
- Powers M., and Needles, B.E., *Financial Accounting*, Wiley India, New Delhi, Latest Edition
- Keiso D.E., Weygandt J.J. and Warfield, T.D., *Intermediate Accounting*, John Wiley and Sons, Latest Edition.
- Weygandt J.J., Keiso D.E., and Kimmel, P.D., *Financial Accounting*, Wiley India, New Delhi, Latest Edition

(The list of cases and specific references including recent articles will be announced in the class.)

104: BUSINESS STATISTICS & MATHEMATICS

Objective

The objective of this course is to make the participants learn the applications of statistical tools for financial decision making.

Course Outline

Statistics

Introduction, descriptive statistics data, measures of central tendency, measures of variations, measures of skewness and kurtosis. Moments and their applications in financial statistics, Probability Theory, Probability Distributions Discrete and Continuous. Binomial, Poisson, Hypergeometric, Geometric, Negative Binomial, Uniform, Exponential and Normal probability distributions.

Statistical Inference - Estimation: Sampling and Sampling Distribution, Standard Error, Law of Large Numbers and Central Limit Theorem, Point Estimation – Properties of a good point estimator, and Interval Estimation.

Statistical Inference – Hypothesis-Testing: Null and Alternate Hypotheses; One-tailed and two-tailed Tests; Type I and Type II errors; Power of a Test; p-values, Parametric and Non-Parametric Tests for one sample, two samples and more than two samples and for measures and their differences of central tendency, variation and association, Run Test for testing randomness.

Analysis of Variance

One-way Analysis of Variance and two-way Analysis of Variance.

Statistics for Decision Making

Decision Theory, Correlation and Regression Analysis: Index Numbers, Time Series Analysis and Forecasting

Business Mathematics:

Matrix Algebra, Calculus – Differential and integral; Maxima and Minima; and constrained optimization

Suggested Readings:

- McClave, J. and Benson, P.G., *Statistics for Business and Economics*, Pearson, Latest Edition
- Miller, C.D. and Salzman, S.A., *Business Mathematics*, Addison Wesley, Latest Edition.
- Deitz, J.E. and Southam, J.L., *Contemporary Business Mathematics for Colleges*, Thompson Learning, Latest Edition.
- Levin, R. and Rubin, D., *Statistics for Management*, Pearson, Latest Edition.
- Kohler, H., *Statistics for Business & Economics*, Harper Collins, Latest Edition
- Triola, M.F. and Franklin, L.A., *Business Statistics*, Latest Edition.
- Watsnam, T. J. and Keith, P., *Quantitative Methods in Finance*, International Thompson Business Press, Latest Edition
- David R. Anderson, Dennis J.Sweeney, and Thomas A. Williams, *Statistics for Business and Economics*, Thomson South-Western College Publishing, 12th Edition 2014
- Frank S. Budnick, *Applied Mathematics for Business Economics and Social Sciences*, McGraw Hill Latest Edition
- Thukral, J.K., *Business Mathematics & Statistics*, Mayur Paperback Latest Edition
- Sharma J K, *Business Mathematics: Theory & Applications*, Ane Paperback Latest Edition

(The list of cases and specific references including recent articles will be announced in the class)

105: INFORMATION TECHNOLOGY FOR MANAGERS

Objective

The course aims at introducing the key concepts relating to information technology and developing understanding of these concepts so that business manager is able to identify opportunities for application of information technology in the managerial process. The course also focuses on effective deployment of IT resources and emerging managerial issues including the alternative strategies that could be used in order to optimize the use of IT infrastructure.

Course Outline

Information Technology in Managerial Decision Making

Changing role of IT in business organisations, Information Needs of Business Manager: Requirements Definition, Information systems: Concept, context and components, Information Management, quality of information, Information Systems and IT Infrastructure, Cloud Computing and Services

Types of Information Systems

Information Systems and Need-Resource Matching, Decision Support, Executive Support and expert Systems, Functional Systems, Manufacturing and Production system, Sales and Marketing Systems, Accounting, Finance, and Compliance Systems, Human Resources Systems, Evaluating software sourcing options and strategic issues in outsourcing software services, quality issues in software

Information and Business Intelligence

Databases and Information Management, Alternative Approaches to Managing Data, Sources of Financial Data, Data Types and Strategies for Organising Data, Managing Data using DBMS, Database components and models, Managerial issues in design and development of databases.

Internet and E-Business

Internet as a component of IT Infrastructure, Business & E-Commerce Models and Strategies, E-Business Challenges and Strategies, Business to Consumer (B2C) E-Commerce, Business to Business (B2B) E-Commerce & E-Procurement, E-Government and Public Sector IT, E-Commerce Support Services & Digital Marketing Communications, E-business & financial services

Enterprise Systems

Concept and Features enterprise systems of ERPs, components of ERP systems, critical success factors and managerial issues in implementations of ERP Systems

Information System Security and Ethics

IT Security and Business Continuity, Cybercrimes, Criminals, and Motivations, IT Vulnerabilities and Threats, Information Assurance and Risk Management, Network Security, Internal Control and Compliance, Business Continuity and Auditing, Alternative strategies for management of security risks, IT security standards and legal aspects of IT security, Ethical Issues in IT, Ethics Policy for IT infrastructure and responsible conduct, Industry practices.

Suggested Readings

- Efraim Turban, Linda Volonino, Information Technology For Management: Transforming Organizations In The Digital Economy, Wiley, 7th Edition 2010
- Applegate LM, Austin DA and McFarlan FW, Corporate Information: Strategy and Management, McGraw-Hill, Latest Edition
- Ken Laudon, Jane Laudon, Management Information Systems, McGraw-Hill 12th Edition 2011
- Turban E, Volonino L, and Wood G Information Technology for Management: Advancing Sustainable, Profitable Business Growth, 10th Edition 2015

(The list of cases and specific references including recent articles will be announced in class.)

106: INDIAN FINANCIAL SYSTEM

Objective

The objective of this course is to provide an in-depth insight to the students in the structure, organisation and working of the financial system in India. The course also covers financial intermediaries like non-banking finance companies, banks, insurance companies and mutual funds.

Course Outline:

Introduction:

Overview of Indian Financial System - Financial Institutions and Economic Development

Money Market

Overview of Indian money market, Instruments and Trading Mechanism in money market, Trends in money market, Bank credit and working capital finance; Money market organisation

Capital/Securities Market

Regulatory Framework, Primary Market Organisation, Secondary Market Organisations, Trading, settlement and transfer procedure on stock exchanges Depository system, Currency Exchanges

Working of Commercial Banks

Banking Structure, Risk Management in Banks, Regulation and Supervision,

Mutual Funds

Overview of mutual funds in India, Role as a financial intermediary, Role of various participants, Types of mutual fund schemes, SEBI Regulations

Insurance Organisations

Insurance Industry and its regulation

Non-Banking Finance Companies

RBI regulations and directions

Foreign Investments

Types and regulatory framework

Suggested Readings:

- Khan M.Y., *Indian Financial System*, Tata McGraw Hill, 7th Edition 2012.
- Bhole L.M., *Financial Institutions and Markets: Structure, Growth and Innovations*, Tata McGraw Hill, Latest Edition.
- Kohn M., *Financial Institutions and Markets*, Tata McGraw Hill, Latest edition.
- Madura J., *Financial Markets and Institutions*, South-Western, Cengage Learning, 11th Edition 2014.
- Chandratre *et.al.*, *SEBI and Corporate Laws*, Bharat's, Latest Edition.
- Avdhani V.A., *Investment and Securities Markets in India*, Himalaya, Latest Edition.

(The list of cases and specific references including recent articles will be announced in class)

107: FINANCIAL MANAGEMENT

Objective:

The objective of this course is to acquaint the students with the basic analytical techniques and methods of financial management of business firms.

Course Outline:

Introduction

Scope and Objectives of Financial Management; Time Value of Money; Return, Risk & opportunity Cost of Capital

Capital Budgeting

Long term investment decision; Capital Budgeting; principles and process; techniques: NPV, IRR, & profitability index methods; Project Evaluation: independent, replacement and mutually exclusive projects, Capital Budgeting under Capital Rationing

Financing Decision

Sources of Long-term Finance: Debt vs Equity capital; Concept of Operating, financial and combined leverage.

Dividend policy & equity repurchases

Types of dividends; Dividend policy & Share Valuations; Determinants of dividend policy, Equity repurchases: Methods & Implications of Earnings per share and book value per share. Equity Purchases and employee stock options

Working Capital Management

Overview; Cash Management; Inventory Management; Receivables Management; Current Assets Financing

Suggested Readings

- Brealey, R.A., & Myers, S.C., *Principles of Corporate Finance*, New Delhi: Tata McGraw Hill, 10th Edition 2012.
- Van Horne, J.C., and Wachowicz Jr., J.M., *Fundamentals of Financial Management*, Pearson, Latest Edition.
- Damodaran, A., *Corporate Finance: Theory and Practice*, New Delhi: John Wiley, Latest Edition.
- Ross, S. A., Randolph Westerfield and Bradford Jordan *Fundamentals of Corporate Finance*, McGraw Hill, 2012
- Chandra, P., *Financial Management*, New Delhi: Tata McGraw Hill, 8th Edition 2012.
- Emery, D.R. & Finnerty, J.D., *Corporate Financial Management*. New Jersey: Prentice Hall, Latest Edition.
- Pandey, I.M., *Financial Management*, Vikas Publication New Delhi, 11th Edition 2014.
- Keown, A.J., Petty, J.W., Martin J.D., *Foundations of Finance*. New Jersey: Pearson, 8th Edition 2013.
- Menamin, M.J., *Financial Management - An Introduction*. New Delhi: Oxford University Press, Latest Edition.
- Khan, M.Y. and Jain, P.K., *Financial Management*, Tata McGraw Hill, 7th edition, 2014.

(The list of cases and specific references including recent articles will be announced in the class)

201: MACROECONOMIC THEORY AND POLICY

Objective

The objective of the course to acquaint the students with the tools and techniques of comprehending and analyzing macroeconomic situations.

Course Outline:

Introduction:

What is macroeconomics, national income aggregates, concepts of macroeconomics.

Long Run Equilibrium:

Determination of the long run output, and conditions of equilibrium with respect to interest rate and price level.

Closed Economy Analysis from the Short to the Long Run

IS-LM framework and derivation of aggregate demand, Labour Market, natural rate of employment and its determinants, Expectations and the derivation of the short run aggregate supply and the long run supply, aggregate demand aggregate supply analysis. Trade-off between inflation and unemployment. Monetary and Fiscal policy under the frameworks of New Classical and New Keynesian Macroeconomics, time inconsistency and inflation bias.

Open Economy

Flow of goods and capital, exchange rate regimes, fixed and variable price levels, model of asset choice and substitution under conditions of perfect and imperfect substitutability expectations of exchange rate changes, over shooting. Inter-economy interdependence.

Behavioural Foundations of Macroeconomics

Fixed Investment as a function of output and interest, cost of capital. Micro-foundations of consumer behaviour, borrowing constraints, consumption as a function of income and wealth. Demand for and supply of money.

Suggested Readings:

- Carlin, W., Soskice, D., *Macroeconomics: Imperfection Institution & Policies*, Oxford University Press. Latest Edition.
- Blanchard, O.J., *Macroeconomics*, Prentice-Hall. Latest Edition
- Romer, David, *Advanced Macroeconomics*, McGraw hill Series in Economics, 4th edition, 2011
- Heijdra, B.H., Ploeg, F.V. *Foundations of Modern Macroeconomics*, Oxford University Press. Latest Edition.
- Jha R., *Macroeconomic for Developing Countries*, Routledge. Latest Edition.
- Krugman, Paul, R., Maurice Obstfeld and Marc J. Melitz *International Economics Theory and Policy*, Latest Edition

(The list of cases and specific references including recent articles and books will be announced in the class.)

202: MANAGEMENT ACCOUNTING AND CONTROL SYSTEMS

Objective: To acquaint students with the managerial tools and techniques of cost ascertainment requisite in financial decision-making.

Course Outline:

- Past and present of Management Accounting
- Cost Terms & Concepts
- Planning and Control Tools
- Cost Information for Decision Making
- Cost Management and Strategic Management Accounting
- Standard Costing and Variance Analysis
- Special Topics in Management Accounting (Quality Costs, Theory of Constraints, Learning Curves)
- New and Emerging Areas of Management Accounting (Value Added Analysis, Financial Evaluation of Brand Human Resources Accounting)
- Application of Quantitative Methods in Management Accounting.
- Nature of Management Control Systems. Basic concepts: boundaries of management control systems: Strategic planning, management control and operational control. Strategies: Corporate level and business unit strategies. Goal congruence: Formal management control system:
- Management Control Structure: Decentralized organization and responsibility accounting. Responsibility centres: concept and characteristic. Types of responsibility centres: Profit centres: Transfer pricing; different methods. Investment centres:
- Management Control Process: Strategic planning, programming and budgeting. Flexible budgeting, performance and zero base budgeting.
- Balanced scorecard as a measure of business strategy. Perspectives of measurement: financial, customer, internal-business-process and learning and growth linking balanced scorecard measures to the business strategy.
- Controls for differentiated strategies: corporate strategies and business unit strategies. Management styles in differentiated strategies. Management control systems in Multinational Corporation: Transfer pricing in MNCs. Implication of exchange rates.

Suggested Readings:

- Horngren, C.T., Sundem, G.L., Stratton, W.O, Burgstahler, D., & Schatzberg, J., Managerial Accounting. Prentice Hall of India Ltd. New Delhi, Latest Edition
- Atkinson, A. A., Kaplan, R. S., Matsumura, E. M., Young, S. M., & Kumar, G.A., Management Accounting, New Delhi: Pearson, Latest Edition
- Maciariello, J. A. Management control system. Prentice-Hall of India, Latest Edition
- Robert Simons, R., Performance Measurement and Control Systems for Implementing Strategy Text and Cases: Pearson, 2013
- Coomks, H., and Bobbs, D., and Jenkins, E., *Management Accounting Principles & Applications*, Sage Publications, Latest Edition
- Chatterjee, B.K., *Cost and Management Accounting for Managers*, Jaico Publishing House, Latest Edition
- Louderback, H., and Dominiak, *Managerial Accounting*, Thomson Learning, Latest Edition
- Collier, P.M., *Accounting for Managers - Interpreting Accounting Information for Decision-Making*, Wiley, Latest Edition
- Anthony, Robert N and Govindarajan, Vijay: Management Control Systems, Tata McGraw Hill, Latest Edition
- Merchant, K C: Modern Management Control Systems, Prentice Hall, Latest Edition
- Mohi-ud-Din Ghulam, Management Control system in Banks, Anmol Publications, Latest Edition
- Jawahar Lal, Cost Accounting, Mcgraw Hill Education India, Latest Edition

(The list of cases & specific references including recent articles & books will be announced in class)

203: FINANCIAL ANALYSIS AND VALUATION

Objective

The objective of this paper is to enable students in understanding, analysing and interpreting the information disseminated through the financial and other business reports for the purposes of business performance analysis and valuation. The paper requires extensive out-of-class preparation by the students, and relies heavily upon the real-life business reporting done by the companies.

Course Outline

Business and Reporting Environment: Legislative, Conceptual, Capital Market

Contents: Financial Statements, Regulatory Filings, Other Disclosures

- Valuation as an exercise in Financial Statement Analysis
- Demand and Supply of Financial Statement Information
- Companies Act, 2013, National GAAP (Ind AS and AS), Listing Agreement, and Reporting System
- Operating and Financing Activities: Analysis of the Statement of Shareholders' Equity, Balance Sheet, Income Statement, and Cash Flow Statement
- Narrative Reports, and Off Balance-Sheet Items
- Business Analysis: Strategy Analysis, Accounting Analysis, Earnings Quality Analysis, Analysis of Profitability, Analysis of Growth, Prospective Analysis
- Anchoring Forecasting and Valuation on the Financial Statements
- Valuation Technologies: Method of Comparables, Multiple Screening, Asset-based Valuation, Dividend Discounting, Discounted Cash Flow Analysis, Residual Earnings Analysis, Economic Value Added (EVA), Earnings Growth Analysis
- Risk and Sensitivity Analysis
- Decision Contexts: Enterprise Valuation, Analysis of Equity Risk and Return, Analysis of Credit Risk and Return, Mergers and Acquisitions Analysis, Corporate Communication Strategy Analysis, Corporate Financial Policies Analysis, General Business Analysis, Disinvestment
- Analysis and Valuation of Select Industries: Banks, NBFCs, Mutual Funds

Readings:

- Abrams, J.B., *Quantitative Business Valuation*, John Wiley, NJ, 2010.
- Foster, G., *Financial Statement Analysis*, Pearson, New Delhi, 2002.
- Institute of Chartered Accountants of India, Various publications.
- Palepu, K.G. and Healy, P.M., *Business Analysis and Valuation using Financial Statements*, South Western, OH, , 5th Ed., 2012.
- Penman, S.H., *Financial Statement Analysis and Security Valuation*, McGraw-Hill, New Delhi, 4th Ed, 2014.
- Ramaiya A., *Ramaiya Guide to the Companies Act*, Wadhwa, 2014.
- Stickney, C.P., *Financial Reporting, Financial Statement Analysis and Valuation: A Strategic Perspective*, South Western, 2006.
- White, G.T., Sondhi, A.C. and Fried, D., *The Analysis and Use of Financial Statements*, Wiley India, New Delhi, Latest Edition.

(The list of cases and specific references including recent articles will be announced in the class.)

204: QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Objective

The Course aims at familiarising the students with quantitative techniques that are used in financial decision making. The course shall focus on application of optimization models in solving business and financial problems.

Course Outline:

- Linear Programming - Problem Formulation, Solving Linear Programming Problem, Duality and Sensitivity Analysis
- Transportation and Assignment Problems
- Integer Programming, Zero One Programming, Quadratic Programming and Non Linear Programming - Formulation
- Multi-Objective Programming - Goal Programming - Formulation.
- Dynamic Programming
- Network Techniques - PERT and CPM, Time-Cost Trade-off and Resource Allocation
- Inventory Models - Simple EOQ, Production run, EOQ models with shortages, Periodic Review Model and Continuous Review Methods.
- Replacement of Assets - Individual Replacement Policy - with and without time value; Group Replacement Policy, Preventive Replacement Policy
- Sequencing
- Game Theory – Nash Equilibrium; Two Persons-Zero Sum Game; Pure and Mixed Strategies
- Waiting-Line Theory - Single Server and Single Channel Model.
- Introduction to Multivariate Analysis – Cluster Analysis, Factor Analysis and Discriminant Analysis.

Suggested Readings

- Vohra, N.D., *Quantitative Techniques in Management*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, Latest Edition.
- Hillar S.S. and Lieberman, G.J., *Introduction to Operations Research*, Tata McGraw Hill, Latest edition.
- Lucey, T., *Quantitative Techniques*, Thompson Learning Publishers, London, Latest Edition.
- Hamly A. T., *Operations Research - An Introduction*, Prentice-Hall of India Private Ltd., Latest Edition.
- Gillett, B.E., *Introduction to Operation Research - A Computer Oriented Alogrithonic Approach*, Tata McGraw Hill Publishing Ltd., New Delhi, Latest Edition.
- Vazsonyi, A. and Spriner, H.F., *Quantitative Analysis for Business*, Prentice-Hall of India Private Limited, New Delhi, Latest Edition.
- Watsman, T.J. and Parramor K., *Quantitative Methods in Finance*, International Thompson Business Press, Latest Edition

(The list of cases and specific references including recent articles will be announced in the class.)

205: STRATEGIC INFORMATION SYSTEMS

Objective

The course aims at introducing the key issues in planning for strategic information systems in an enterprise. The objective is to develop in-depth understanding of the emerging issues in planning for applications of information technology for strengthening the competitiveness of a business and develop innovative business models for creating value.

Course outline:

Dimensions of Information

Value Configuration and Strategy, Information Systems and emerging business models in Networked Enterprises, network economics and business strategy, Strategy as a plan and as Patterns of Activity, Strategic Information Systems and collaboration, Types and features of Strategic information systems

E-Supply Chain Management (E-SCM) Systems

Collaborative Planning, Forecasting, and Replenishment (CPFR) Systems, Objectives and performance parameters of e-SCM systems, Information flows in E-SCM systems, Supplier and distribution channel management, Structure of e-SCM systems, Managerial issues in implementation of e-SCM systems.

Customer Relationship Management (CRM) Systems

Objectives and performance, customer information and alternative strategies of online customer contact, managerial issues in implementation of e-CRM systems.

Business Intelligence Systems

Data warehousing and data mining, concept and structure of data warehouses, critical success factor in data warehousing, scalability issues and data marts, data mining systems and types of data mining techniques, data mining in banking and financial services sector, fraud detection and risk management using data mining

E-marketplaces and Online Exchanges

Concepts and models, profiling e-marketplaces and value creation, strategic issues in networking marketplaces. Securities and other exchanges in financial services, Security issues and risk management strategies, Technology and Trust in e-marketplaces, Trust related issues in e-marketplaces and strategies for assurance, Trust building in e-marketplaces

E-banking and Electronic Funds transfer systems

E-banking services, Internet banking and mobile banking, electronic funds transfers systems, structures and risk management,

Mobile Technologies and Social Media

E-Commerce, Mobile Computing Technology and Mobile Commerce, Mobile Transactions and Financial Services, Mobile banking, Social Media, Virtual Communities and Social Networking Services, Social Networks and Tools for financial services, Fair trade and information quality issues in social networks.

Developing Strategic Information Systems

Alternative models for in-house development, classic and modular approach to application development, managerial issues in use of Computer Aided Software Engineering (CASE). Prototyping and Documentation, Testing and Implementation of information system. Strategies of software installation

Planning for Strategic Information Systems

Information System Planning Models, Types of Problems in Information Systems Planning, Information Architecture, IT applications identification and evaluation, developing IT application portfolio, Risks in realization of benefits from IT infrastructure, Stages of IT absorption and organizational culture. Planning process for IT infrastructure and challenges, Causes of information system failures

Suggested Readings:

- Pearlson K.E. and Saunders C.S. Managing and Using Information Systems: A Strategic Approach, Wiley India. Latest Edition
- Applegate LM, Austin DA and McFarlan FW, Corporate Information: Strategy and Management, McGraw-Hill Latest Edition
- Turban E, Volonino L, and Wood G Information Technology for Management: Advancing Sustainable, Profitable Business Growth, Latest Edition
- Laudon K.C. & Laudon J.P. Management Information Systems: Managing the Digital Firm, Prentice Hall Latest Edition

(The list of cases and specific references including recent articles will be announced in class.)

206: INTRODUCTORY ECONOMETRICS

Objective

This course will enable students to model mathematically real life complexities with comfort and derive necessary results for sound financial decisions as well as understand and appreciate empirically the underlying logic of various issues of the Theory of Finance.

Introduction to Econometrics

Basic ideas related to modelling economic and financial problems, its nature and applications; Simple Regression with Classical Assumptions; Least Square Estimation And BLUE

Multiple Regression Model

Multiple Regression Model and its assumptions; Hypothesis Testing Related To Parameters – Simple and Joint; and its application in Business, Accounting and Finance

Issues in Econometrics Modelling

Modelling business and financial problems with special characteristics using Classical Regression Models – Non-Linear Relations, Estimation of Elasticity; Impact of rescaling dependent and independent variables on the Estimation of parameters; and use of Dummy Variables to model qualitative/Binary/Structural changes

Violations of Classical Assumptions

Violations of assumptions and their identification, their impact on parameters; tests related to parameters and impact on the reliability and the validity of inferences in case of violations of Assumptions; methods to take care of violations of assumptions.

Qualitative Response Regression Models

Regression Models with Limited Dependent Variables - Logit, and Probit Models

Suggested Readings:

- Damodar N. Gujarati: Basic Econometrics, McGraw Hill Latest Edition
- Paul Wilmott on Quantitative Finance, John Wiley and Sons Ltd., Latest Edition.
- Chris Brooks: 'Introductory Econometrics for Finance', Cambridge University Press, Latest Edition.
- Robert S Pindyck (Author), Daniel L Rubinfeld, Econometric Models and Economic Forecasts, Latest Edition
- William H. Greene, Econometric Analysis, Latest Edition
- Jeffrey M. Wooldridge, Introductory Econometrics: A Modern Approach Latest Edition

(The list of cases and specific references including recent articles and books will be announced in the class.)

207: INVESTMENT ANALYSIS

Objectives

To provide the students an in-depth knowledge of different investment vehicles and familiarize them with suitable framework for their valuation.

Course Outline:

The Investment Environment

The investment decision process, the Indian capital market: Financial instruments, stock and bond market indices ; sources of financial information, investment, inflation and taxes.

Return and Risk on Securities

A case for the two-parameter framework, test of normality, concept and measurement of return, concept and measurement of risk, estimating betas.

Fixed Income Securities - Analysis and Valuation

Types of bonds, bond features, components of bond return and risk, estimating bond yields, valuation models, bond price theorems, concept of duration, convexity and immunization, managing interest rate risk, term structure of interest rates.

Equity Shares – Analysis and Valuation

Fundamental analysis, overview of economic-industry-company (E-I-C) analysis framework, dividend and earnings capitalization models, relative valuation approach, technical analysis.

Financial Derivatives & Alternative Investments

Forward, Futures and options - basic concepts and valuation framework, real estate valuation, commodity markets, private equity and soft assets.

Suggested Readings

- Bodie Z., Kane A., Marcus A., *Investments*, Latest Edition.
- Fuller R., and Farreel J.L., *Modern Investments and Security Analysis*, Latest edition.
- Charles P. Jones, *Investment Analysis and Management*, John Wiley & Sons, Latest Edition.
- Fabozzi and Markowitz, *The Theory and Practice of Investment Management*, John Wiley & Sons Inc., Latest Edition.
- Donel E. Fischer and Ronald J. Jordan, *Security Analysis and Portfolio Management*, Pearson Education, Latest Edition.
- Jobman, D., *The Handbook of Alternative Investments*, Latest Edition.

(The list of cases and specific references including recent articles will be announced in the class.)

301: FINANCIAL SERVICES AND WEALTH MANAGEMENT

Objective

The objective of this course is to familiarise the students with the nature and scope of various types of financial services and to understand the regulatory environment in which they are undertaken.

Course outline:

Fund based Services

Leasing: Theoretical & legal framework, Taxation and funding, Accounting and reporting, Financial evaluation; Hire Purchase finance and consumer credit: Conceptual and legal framework, Taxation, Accounting and reporting, Financial evaluation; Bills discounting: Steps in bill discounting, Bill market in India; Factoring and forfeiting; Insurance services: General and Life Insurance, Role of IRDA; Housing/Real estate finance

Fee-based/Advisory Services:

Merchant banking: Institutional framework, Operational framework, Issue management, SEBI Guidelines for public issues, Pricing and timing of public issues; Mergers and Acquisitions: Concept, SEBI Regulations; Credit Rating: Concept, Types of credit rating, Credit rating agencies and their methodology; Stock-Broking: Procedure, SEBI Regulations; Portfolio Management Schemes

Regulatory Environment of Financial Services

Review of recommendations of various committees;

Introduction to Financial Planning and Wealth management

Role of Financial planner; Financial Planning Process; Risk Profiling; Client Mapping

Investment Planning

Types of products, Investment planning process.

Tax & Estate Planning

Dividend Tax / Tax on Income Distributed by Mutual Fund; Securities Transaction Tax (STT); Capital Gains Taxation; Taxation of Fixed Deposits and Fixed Maturity Plans; Dividend and Growth Options in Mutual Fund scheme; Wealth Tax Background of Estate Planning: Assets & Liabilities; Nomination; Inheritance Law; Will; Trust

Retirement Planning

Post retirement Objectives, Role of Insurance Products

Developing a Comprehensive Financial plan

Private Banking and family office

Suggested Readings:

- Khan, M.Y., *Financial Services*, Tata McGraw-Hill, New Delhi, 2012.
- Irani, Farouk, *Inside Leasing*, Tata McGraw-Hill Publishing Company Ltd, Latest Edition
- Isom, T.A. and Amembal, S.P., *The Handbook of Leasing Techniques and Analysis*, Petrocelli Books, Latest Edition
- Verma, J.C., *Handbook of Merchant Banking and Financial Services*, Bharat Law House Pvt. Ltd., Latest Edition
- Molver, C. and G. Naylor, *Marketing Financial Service*, Latest Edition.
- Zenoff, David P. *Marketing Financial Services*, Ballinger Publishing Company Ltd., Latest Edition

- M.Raju, *Merchant Banking*, Tata McGraw Hill, New Delhi, Latest Edition
- Hallman, G. Victor and Rosenbloom, Jerry S., *Private Wealth Management*. New York: McGraw Hill. Latest Edition
- Maude, David. *Global Private Banking and Wealth Management: The New Realities*. England: John Wiley & Sons. Latest Edition
- Shanmugam, Bala and Zahari, Zaha Rina. *A Primer on Islamic Finance*. The Research Foundation of CFA Institute. Latest Edition
- Madura, J., *Personal Finance with Financial Planning*, Prentice Hall, Latest Edition

(The list of cases and specific references including recent articles will be announced in the class.)

302 : BUSINESS MANAGEMENT AND STRATEGY

Objectives

This course aims to introduce students to business management and its principles. It aims to take a functional approach to the process of management with a focus on active planning, leading, organizing and controlling and strategy formulation to enable them to strengthen their management skills with an effective balance of theory and practice.

Course Outline

Business Management and Business Environment

Introduction to business management; Management Process; The environmental context of management; Managing change and innovation; Traditional and Contemporary Issues and Challenges in Management

Planning and Decision Making

Basic Elements of Planning; Planning Tools and Techniques; Managing Strategy and Strategic Management.

The Organizing Process

Organisation and Design; Managing Organization Change and Innovation; Managing Human Resources in Organizations

The Leading Process.

Basic Elements of Individual Behaviour in Organizations; Motivation; Leadership

The Controlling Process.

Basic Elements of Control; Operations Management; Evaluating Organisational Performance

Business Strategy and Its Formulation

Introduction; Strategic and Strategic Choices; Environment analysis for corporate strategies and industry analysis for business level strategies. Social, ecological and ethical concerns. Strategy formulation in global context. Internal analysis for corporate and business strategies. Resource based view of the firm and the sources of sustainable competitive advantage. Value chain analysis. Strategic alternatives, risks & rewards. Portfolio and network approaches to strategy formulation.

Strategy Implementation. Structural, cultural and functional aspects of strategy implementation. Managing the strategic change.

Strategy Evaluation. Metrics of strategy evaluation (accounting, financial and market based approaches). Measurement and reporting of strategic performance. The ideas of Triple Bottom Line and Balanced Score Card.

Championing Organisational Innovation and Entrepreneurship. Formal and informal systems of innovation and entrepreneurship and their implications for strategic management. Ideas of *Jugaad* and affordable excellence. Explorations in, “Not by the textbook,” strategic management.

Suggested Readings

- Stephen P. Robbins and Mary Coulter, Management, Prentice Hall, 13th edition, 2013
- Koontz, H. and Weihrich, H, Essentials of Management: An International Perspective, Tata Mcgraw Hill, 8th Edition 2010
- Robbins S. P and Judge, T. A, Organisation Behaviour, Prentice Hall, 15th Edition 2012
- Mullins L, Management and Organisation Behaviour, Pearson Education, Latest Edition
- Gerry Johnson, Richard Whittington, Kevan Scholes and Duncan Angwin, Exploring Strategy Text & Cases, Pearson, 10th edition, 2013
- Wheelen, Thomas L., Hunger, J. David and Hoffman, Alan N. 2014. *Concepts in Strategic Management and Business Policy*. 14th Edition. Boston: Prentice- Hall.
- Johnson, Gerry, Whittington, Richard, Scholes, Kevan and Angwin, Duncan. 2013. *Exploring Strategy-Text and Cases*. 10th Edition. Pearson.

(The list of cases and specific references including recent articles will be announced in the class.)

303: INTERNATIONAL ACCOUNTING

Objective

The Paper aims at imparting knowledge to students with a view to enhancing their employability in the global business system. In the context of global business, students would be equipped not only with the knowledge of international dimensions of accounting, financial reporting and financial control but also with an understanding of existing and evolving solutions for diverse socio-economic and regulatory environment prevalent across nations of the world.

Course Outline:

- International Accounting: Development and Classification
- Global Capital Markets: Initial and Continuous Disclosure requirements
- Comparative Accounting Systems
- Accounting for Foreign Currency Transactions
- International Business Combinations, Consolidations, Collaborations, and Joint Ventures
- Translation of Foreign Currency denominated Financial Statements
- Financial Reporting and Changing Prices
- International Accounting and Auditing Standards
- Harmonization of Accounting Standards
- International Financial Statement Analysis
- Managerial Planning and Control of Global Operations
- Financial Risk Management
- Accounting for Foreign Currency Derivatives
- International Taxation
- International Product Costing and Transfer Pricing

Readings:

- Choi, F. and Meek, G., *International Accounting*, Pearson, London, 7th Edition, 2012.
- Doupnik, T., and Perera, H., *International Accounting*, McGraw-Hill, 3th Edition, 2012.
- International Accounting Standards Board, various publications.
- International Federation of Accountants, various publications.
- Lee H., Redebong P and Sidney, G., *International Accounting and Multinational Enterprises*, John Wiley, Latest Edition.
- Nobes, C., and Parker, R., *Comparative International Accounting*, Prentice-Hall, U.K., 12th Edition, 2012.
- Rathore, S., *International Accounting*, Prentice Hall, New Delhi, 2008.
- Roberts, C., Weetman, P. and Gordon, P., *International Financial Reporting: A Comparative Approach*, Pearson, UK, 2005.
- Saudagaran, S.M., *International Accounting: A User Perspective*, Cengage, 2004.
- Taylor, P., *Consolidated Financial Reporting*, Markus Weinier Publishers, Princeton, Latest Edition.

(The list of cases and specific references including recent articles will be announced in the class.)

304: PORTFOLIO MANAGEMENT

Objectives

To provide the students an in-depth knowledge of financial markets theory and equip them with the necessary skills for the management of asset portfolios.

Course outline:

Portfolio Selection

Setting portfolio objectives, traditional and modern portfolio theory, index models, constant correlation models, alternative portfolio selection models.

Market Efficiency and Asset Pricing

Market Efficiency, theory and empirical tests, Standard CAPM, non-standard forms of CAPM, CAPM anomalies, APT and its extensions, inter-temporal factor models, the Fama-French three factor model, conditional CAPM.

Active Portfolio Management and Performance Evaluation

Portfolio construction, active portfolio management and investment strategies, evaluating portfolio performance.

Portfolio Revision and Insurance

Portfolio revision plans, portfolio insurance using financial derivatives.

Global Investing

Case for international diversification, global asset allocation and global portfolio formation process, recent trends in mature and emerging capital markets.

Specialized Portfolios

Mutual funds, hedge funds, real estate investment trusts, pension and provident funds.

Suggested Readings

- Haugen, R.A., Modern Investment Theory, Pearson Education, Latest Edition.
- Francis, J. and Ibbotson, R., Investment: A Global Perspective, Prentice Hall, Latest Edition.
- Fareell, J.L., Portfolio Management Theory and Application, McGraw-Hill, International Edition, Latest Edition.
- Sharpe, W., Alaxander, G.J. and Bailey, J.W. Investments, Prentice Hall of India Private Ltd., Latest Edition.
- Elton, J. and Gruber, J., Modern Portfolio Theory and Investment Analysis, John Wiley & Sons, Ninth Edition, 2013.
- Sehgal, Sanjay, Asset Pricing in Indian Stock Market, New Century Publications, Latest Edition.

(The list of cases and specific references including recent articles and research papers will be announced in the class.)

305: FINANCIAL DERIVATIVES & RISK MANAGEMENT

Objectives

The purpose of the course is to introduce the students to various tools and techniques of financial risk management and applications thereof.

Course Outline

Introduction

Types, Participants and functions, Development of exchange traded derivatives, Global derivatives markets, Exchange traded vs. OTC derivatives markets, Derivatives trading in India

Understanding Forwards and Futures Markets

Introduction, Key features of futures contracts, Futures vs. Forwards, Trading, Clearing and Settlement Systems, Determination of futures and forward prices, Hedging Strategies using Futures, Interest rate, Commodity and Currency Futures

Introduction to Options

Options terminology, Types of Options, Options pay off, Properties of Stock Options, Trading Strategies involving options

Pricing of Options

Greeks and Factors affecting options pricing, Option pricing models including Binomial Option Pricing Model and Black Scholes Option Pricing Model, Pricing of index options

Swaps and Forward Rate Agreements

Interest Rate Swaps, Cross Currency Swaps, FRA, Pricing of Swaps, Flavoured Swaps, Equity and Commodity Swaps

Advanced Derivatives

Exotic Options, Swaptions, Credit Derivatives including Credit Linked Notes; Credit Default Swaps; Total Return Swaps, HJM and LMM model of Interest Rate Derivatives, Real Options

Risk management using financial derivatives

Hedging interest rate, foreign exchange and credit risk using derivatives products

Suggested Readings

- Hull, John C., *Options, Futures and Other Derivatives*, Prentice Hall, Latest Edition
- Dubofsky, D.A. and Miller, T.W., Jr., *Derivatives: Valuation and Risk Management*, Oxford, Latest Edition
- Broyles, J., *Financial Management and Real Options*, Wiley, Latest Edition
- Bhalla, V.K., *Financial Derivatives: Risk Management*, New Delhi: S. Chand, Latest Edition.
- Bittman, J.B., *Trading and Hedging with Agricultural Futures and Options*, New York: McGraw Hill, 2008/Latest Edition.
- Briys, E., Bellalah, M., Mai, H.M., & Varenne, F.D., *Options, Futures and Exotic Derivatives*, New Delhi: John Wiley, Latest Edition.
- Chance, D.M., *An Introduction to Derivatives*, Dryden Press, Latest Edition.
- Marshall, J. and Bansal, V., *Financial Engineering*, Prentice Hall Inc., Latest Edition
- Johnson, R.S., & Giaccotto, C. *Options and Futures - Concepts, Strategies and Applications*, New York: West Publishing Company, Latest Edition.
- Chew, L., *Managing Derivative Risk*, John Wiley, Latest Edition.
- Report of Prof. L.C.Gupta, *Committee on Derivatives Trading*

- Kolb, R.W., and Overdahl, J.A., *Financial Derivatives*, New York Institute of Finance, Latest Edition.
- Kolb, R.W., *Options Primer*, Published by John Wiley and Sons, Latest Edition.
- Das, S., *Swap & Derivative Financing*, Probus, Latest Edition.
- Shapiro, A.C., *Multinational Financial Management*, New Delhi: John Wiley, Latest Edition.
- Teall, J.L., & Hasan, I., *Quantitative Methods for Finance and Investments*, London: Blackwell Publishing Ltd., Latest Edition
- Vij M., *Multinational Financial Management*, New Delhi: Excel Books, Latest Edition.
- Vohra, N.D. & Bagri, B.R., *Futures and Options*. New Delhi: Tata McGraw-Hill, Latest Edition.

(The list of cases and specific references including recent articles will be announced in the class.)

306: BUSINESS ANALYTICS

Objectives

This course aims to equip the students with the fundamental concepts of Business Analytics (BA). Upon the completion of the course, the students should be able to evaluate business problems and determine suitable analytical methods, compare different analytics techniques, analyse and validate the results and gain meaning out of large data (data mining) using R platform.

Course Outline

Introduction to Business Analytics

Definition and Evolution of Analytics; Various Applications of Analytics; Essence and Relevance to the industry; Scope and Future of Analytics

Data Sciences

Understanding data and its types; Organization/sources of data; Importance of data quality; Dealing with missing or incomplete data; Data Classification; Introduction to Data Mining Process, Introduction to VBA Tools

R Interface

Introduction to the Workspace; Data Input Output operation; Useful packages; data visualization; data management; exploratory analysis.

Advanced Analytics

Introduction to Predictive Analytics including Multiple Discriminant Analysis and Logistic Regression; Introduction to Segmentation Analysis including Decision Tree (CHAID) and CART; Clustering; K-means Clustering; Neural Network, Introduction to Credit Risk Modelling

Forecasting and Simulation

Qualitative and Judgemental Methods; DELPHI method; Select Time Series Models for Business Forecasting

Decision Making

Optimisation to solve business problems including marketing mix; capital budgeting; portfolio optimization; Decision Trees and Monte Carlo simulation; Utility and Decision making

Suggested Readings

- James R. Evans, *Business Analytics – Methods, Models and Decisions*, 2nd Edition, Prentice Hall, 2013
- S. Christian Albright and Wayne L. Winston, *Business Analytics: Data Analysis & Decision Making*, 5th Edition, Cengage Learning, 2015
- Johannes Ledolter, *Data Mining and Business Analytics with R*, John Wiley & Sons, 2013
- Powell S. G. and Baker K. R. *Management Science: The Art of Modelling with Spread-sheets*, John Wiley & Sons, 3rd Edition, 2010

(The list of cases and specific references including recent articles will be announced in the class.)

307: TAX PLANNING AND MANAGEMENT

Objectives

To update the participants with principles of recent tax laws provisions and to develop an extensive understanding of accepted tax practices and its implications for planning.

Course Outline:

- Nature and Scope of Tax Management
- Corporate Taxation in India
- Dividend Tax
- Securities Transaction Tax
- Special Tax Provisions applicable to Companies in: Trade Free Zones, Infrastructure Sector, Backward Areas
- Concepts of Tax Planning, Tax Management, Tax Avoidance, Tax Evasion, Tax Heavens
- Tax Planning relating to: Setting up of new business, Financial Management decisions, Managerial Remuneration
- Transfer pricing, Double Taxation Relief

Suggested Readings:

- Singhanian, V.K., *Direct Taxes: Law and Practice*, Taxmann Publications, Latest Edition.
- Srinivas. E.A, *Corporate Tax Planning*, Tata McGraw Hill, Latest Edition
- Singhanian, V.K., *Direct Taxes: Planning and Management*, Taxmann Publications, Latest Edition.
- Kanga, J.B., Palikawala, N.A. and Vyas, D., *The Law & Practice of Income Tax*, Latest Edition
- Income Tax Act, 1961.
- Income Tax Rules, 1962.
- Circulars issued by C.B.D.T.
- Income Tax Reports (I.T.R.).
- The Tax and Corporate Law Weekly. Taxmann Publications
- Income Tax Reports, Company Law Institute of India Pvt. Ltd., Chennai.
- The Chartered Accountant Journal.
- Finance Act for the relevant assessment year.
- Ahuja, G.K. and Gupta, R., *Systematic Approach to Income Tax and Central Sales Tax*, Bharat Law House, Latest Edition

(The list of cases and specific references including recent articles will be announced in the class.)

308 : ENTERPRISE RISK MANAGEMENT

Objectives

The aim of the Enterprise Risk Management (ERM) subject is to instil in candidates the key principles underlying the implementation and application of ERM within an organisation, including governance and process as well as quantitative methods of risk measurement and modelling. The student should gain the ability to apply the knowledge and understanding of ERM practices to any type of organisation.

Course Outline

ERM Concept and Framework

Concept of ERM; The holistic approach, Risk Categories and Classification, Framework for risk management and control within a company: Governance issues including market conduct, audit, and legal risk; Cultural aspects ; Regulation and ERM; Basel Accords and Solvency framework; Role of credit agencies in the evaluation of risk management functions,

ERM Process

Relevance of ERM to all stakeholders, Role of contagion ,Risk appetite, capacity and ERM objectives; Elements and structure of a risk management function, , Risk management control cycle and its applications , Risk identification and measurement s

Risk Aggregation and Modelling

Risk aggregation and correlation, Use of scenario analysis and stress testing, Risk Measurement using VAR approach, Tails of distributions and Extreme Value Theory, Properties and limitations of common risk measures, including Value at Risk (VaR) and Expected Shortfall; Use of models in the overall ERM decision-making process, Development and use of models for decision-making purposes in ERM Organisation's risk appetite and corporate governance

ERM: Business Practices

Organisation's risk appetite and corporate governance; Alignment of corporate strategy, goals and vision with risk management, the risk of group decision making within organisation, Governance, Risk, Compliance: New Paradigm of Risk Management, ERM Reporting Structure, Internal Control Practices, Accounting Policies and Procedures, Controls Over Accounting Policy Selection and Application, Review and Acceptance of Assessments, Summary Description of the Assessment Model, Case studies on existing ERM practices: Risk management in China; Risk Management Failures and Lessons Learnt: LTCM, Enron, Barings, Allied Irish Bank etc.

Suggested Readings:

- Robert J. Chapman, Simple Tools and Techniques for Enterprise Risk Management, John Wiley & Sons: England Latest Edition
- Duckert, G.H., *Practical Enterprise Risk Management: A Business Process Approach*, John Wiley & Sons: England Latest Edition
- John J. Hampton, *Fundamentals of Enterprise Risk Management, How Top Companies Assess Risk, Manage Exposures, and Seize Opportunities*, American Management Association: New York. Latest Edition
- David L. Olson and Desheng Wu, *Enterprise Risk Management Models*, Springer: Singapore. Latest Edition
- Harry Cendrowski and William C. Mair, *Enterprise Risk Management and COSO: A Guide for Directors, Executives and Practitioners*, John Wiley & Sons: USA. Latest Edition
- Linda Spedding and Adam Rose, *Business Risk Management: A Sustainable Approach*, CIMA Publishing of Elsevier: USA, Latest Edition
- A.C. Vedpuriswar, *Enterprise Risk Management*, Viva Books: New Delhi. Latest Edition

(The list of cases and specific references including recent articles will be announced in the class.)

309 : FIXED INCOME SECURITIES & STRUCTURED FINANCE PRODUCTS

Objectives

Provide in-depth knowledge of fixed income securities market and an understanding of fixed income, equity and other structured products along with its applications.

Course Outline

Analysis of Fixed Income Securities

Bond Valuation & Interest rate Models; Yield Curve and Term Structure Analysis Determinants of bond yields; Fixed income derivatives: T-bill, t-note, t-bond derivatives, Euro-bond and municipal bond derivatives, Pricing fixed income derivatives: cost of Carry model – under perfect & imperfect market conditions.

Bond Risk analysis, management & bond portfolio strategies.

Measuring & managing Interest rate risk, currency risk & credit risk; Micro hedging & Macro Hedging; Concept of yield curve risk – passive & active portfolio strategies

Fixed Income Structured Products

Introduction to structured finance products; Concept of Securitization; Fixed income structured finance products; Mortgage backed and asset backed securities; collateralized bond obligations (CBO); Application of structured products in various financial areas

Equity Structured Products

Capital-Guaranteed and High-Yield Products; Principle protected note; Equity trading strategies involving options: Call & Put spreads, Straddle, Calendar spreads. Equity Exotics: Asian options, Barrier options.

Other Structured Derivatives

Complex structured derivatives based on multi-asset payoff (Hybrid Products based on instruments from different asset classes); Effect of correlation between various asset classes on product price.

Credit derivatives

Default Probabilities; Credit derivatives; Credit Default swap (CDS); Credit Linked note (CLN); Modeling default correlations; First to default baskets; Convertible bonds.

Suggested Readings:

- Hull, John C., *Options, Futures and Other Derivatives*, Prentice Hall, Latest Edition
- Suresh M. Sundaresan. *Fixed Income Markets and Their Derivatives*, International Thomson Publishing, Latest Edition
- Frank A Fabozzi. *The handbook of Mortgage backed Securities*. Probus Publishers, Latest Edition
- F.J. Fabozzi. *The Handbook of Fixed Income Securities*. Tata McGraw Latest Edition
- F.J. Fabozzi, *Structured products and related Credit derivatives*, Wiley, Latest Edition

(The list of cases and specific references including recent articles will be announced in the class.)

Objectives

To equip the students with the knowledge of corporate conscience on the memory lane of recent corporate failures and inculcate behaviour to govern the organization with sincerity and responsibility.

Course Outline

Conceptual Framework Of Corporate Governance

Business ethics and corporate governance, Evolution of corporate governance; Theories of corporate governance, developments in India; regulatory framework of corporate governance in India; SEBI guidelines and Revised clause 49; reforms in the Companies Act; secretarial audit; class action; NCLT; insider trading; rating agencies; Corporate Governance Rating (Standard & Poor, Corporate Governance Scores, Corporate Governance Rating Methodology (CRISIL)), green governance/e-governance; shareholders activism; corporate governance in PSUs and banks; legislative framework of corporate governance -an international perspective (United Kingdom, USA, Australia, China, Russia, South Africa), Global Corporate Governance Practices (Anglo-American Model, German Model, Japanese Model).

Corporate Management

Management vs. Governance; internal constituents of the corporate governance; key managerial personnel (KMP); chairman- qualities of a chairman, powers, responsibilities and duties of a chairman; chief executive officer (CEO), role and responsibilities of the CEO; separation of roles of chairman and CEO; CFO; manager; company secretary; auditor.

Role and Functions of Board Committees

Standing committees, ad-hoc committees, task force committees, advisory committees; powers, functions and duties of board committees; enhanced performance of board committees; limitations of board committees; statutory committees of board- audit committee, remuneration committee, nomination committee, compliance committee, shareholders grievance committee, investors relation committee, investment committee, risk management committee, CSR Committee and other committees.

Major Financial Crisis and Corporate Failures

Bank of credit and commerce international (UK), Maxwell communication corporation and Mirror group newspapers (UK), Enron (USA), World.com (USA), Andersen worldwide (USA), Vivendi (France), News of the world (UK); Junk Bond Scam (USA), Tyco (USA), Kirch Media (Germany), Parmalat (Italy) and Satyam Computer Services Ltd (India), Sahara (India); Kingfisher Ltd (India); similar reasons behind the governance failure.

Whistleblowing and Codes and Standards on Corporate Governance

The Concept of Whistle-Blowing; Types; Whistle-blower Policy; the Whistle-Blower Legislation across Countries; developments in India. Codes & Standards on Corporate Governance: Sir Adrian Cadbury Committee (UK), 1992, Greenbury Committee (UK), 1995, Calpers Global Corporate Governance Principles (USA), 1996, Hampel Committee on Corporate Governance (UK), 1997, Combined Code of Best Practices (London Stock Exchange), 1998, Blue Ribbon Committee (USA), 1999, OECD Principles of Corporate Governance, 1999, CACG Guidelines/Principles for Corporate Governance in Commonwealth, 1999, Euroshareholders Corporate Governance Guidelines, 2000, Principles of Good Governance and Code of Best Practice (UK), 2000, Sarbanes-Oxley (SOX) Act, 2002 (USA), Smith Report, 2003 (UK).

Corporate Social Responsibility (CSR)

Meaning; corporate philanthropy; CSR-an overlapping concept; corporate sustainability reporting; CSR through triple bottom line; CSR and business ethics; CSR and corporate governance; environmental aspect of CSR; CSR models; drivers of CSR; global reporting initiatives; major codes on CSR; initiatives in India.

Suggested Readings:

- Mallin, C. A, Corporate Governance (Indian Edition), Oxford University Press, New Delhi. 2013
- Hopkins, M, Corporate social responsibility and international development: Is business the solution?, Earthscan, Latest Edition
- Blowfield, M, &Murray, A., Corporate Responsibility, Oxford University Press. Latest Edition
- Tricker, B. Corporate Governance. Oxford University Press. Latest Edition
- CFA Institute Centre for Financial Market Integrity. The Corporate Governance of Listed Companies: A Manual for Investors
- Gandhi, M. K., Hind Swaraj or Indian Home Rule, Madras: Ganesh & Co. 5th edition,
- Sharma, J. P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt. Ltd. Latest Edition

(The list of cases and specific references including recent articles will be announced in the class.)

311: MARKETING MANAGEMENT

Objective

The objective of the course is to familiarize the students with the basic concepts, introduce the key elements in developing a marketing strategy, planning a marketing program and to develop their conceptual and analytical skills to be able to manage marketing operations of a business firm.

Course Outline:

Introduction & Scanning of Marketing Environment

Traditional view of marketing; marketing concept evolution ; Modern concept of marketing; Marketing functions and role; Marketing management process; Significance of scanning marketing environment; Economic, demographic, socio-cultural, technical, political and legal environment of marketing in India.

Consumer/ Buyer behaviour & Market Segmentation

Consumer vs. business buying behaviour; Consumer buying decision process and influences; Psychological influences affecting consumer behaviour; Industrial buying process.; Steps involved in segmentation; Targeting and Positioning: Bases and procedure for segmenting a consumer market; Criteria for effective market segmentation; Target market selection and strategies; Positioning – concept, bases and process.

Management of products, services, and brands

Product concept and classification; Major product decisions; New product development; Consumer adoption and innovation diffusion; Product life cycle – concept and appropriate strategies to be adopted at different stages; Elements of brand personality and brand equity

Pricing, Distribution & Promotion Decisions for Products & services

Procedure; Factors affecting price of a product; Pricing policies and strategies; Objectives of pricing; distribution channel; need for intermediaries; Different types of distributions, middlemen and their functions; supply chain and logistics management; Retailing and wholesaling; Meaning and importance of promotion; Tools of Promotion; determining optimal promotion mix; advertising program; promotional campaign;.

Marketing Planning & control

Marketing Planning, Organizing and Control: Marketing planning process ; Different ways of organizing the marketing department; Sales, cost and profit analysis.

Ethical, legal and social responsibility in marketing:

Significance of ethics in marketing; Consumer Protection in India; Consumer Protection Act; Services marketing, rural marketing, direct marketing, internet marketing and other marketing developments

Suggested Readings:

- Kotler, Philip, and Gary Armstrong, *Principles of Marketing*, Pearson Prentice-Hall Latest Edition
- Kerin, Hartley, and Rudelius, *Marketing*, McGraw-Hill Irwin, 12th Edition 2015
- Etzel, Michael J., Bruce J. Walker and William J. Stanton, *Fundamentals of Marketing*, McGraw Hill, Latest Edition
- McCarthy, E. Jerome, Joseph P. Cannon and William D. Perrault, Jr., *Basic Marketing: A Managerial Approach*, 9th ed., McGraw Hill, Latest Edition
- Keller, Philip, Keller Kevin lane, Koshy Abraham, Jha Mithileshwar, *Marketing Management : A South Asian Perspective*, Latest Edition

(The list of cases and specific references including recent articles will be announced in the class.)

401: STRATEGIC FINANCIAL MANAGEMENT

Objective

The aim of this course is to provide the participants an insight into advanced techniques in financial management and some special financial decision-making situations in order to help them in becoming value managers. Empirical studies and select case studies shall form an integral part of this course.

Course Outline:

Business Valuations

Financial Policy and Strategic Planning, Value, Value drivers and alternative metrics, Valuation of manufacturing and financial firms, High Technology Investments and IPRs,

Advanced Issues in Capital Budgeting

Risk analysis in capital budgeting, Certainty equivalent and risk adjusted discount rate approaches, Probability distribution approach, Sensitivity analysis, Real options and analysis

Capital Structure Planning

Capital structure theories- Traditional model, MM model with and without taxes, Role of personal taxes, Bankruptcy costs, Pecking order hypothesis Asymmetric information and Signaling Theory, Fundamental determinants of capital structure

Corporate Restructuring, Mergers and Acquisitions

Types of mergers, Motives for mergers, Merger payoffs, M&A and share price behaviour, Corporate acquisitions, Corporate divestitures, Equity carve outs, Spin offs and leverage buy outs, Going private, Financial restructuring

Corporate Failures

Bankruptcy prediction models, Regulatory aspects, Corporate turnarounds and role of vulture funds

Corporate Remunerations

Determining employee compensation, Role of ESOPs, Corporate compensation and business performance

Suggested Readings:

- Hiller, D. Grinblatt, M. and Titman, S , *Financial Markets and Corporate Strategy*, McGraw-Hill, 2nd Edition, 2011
- Damodaran, A, *Applied Corporate Finance*, Wiley, 4th Edition, 2014
- Pettit, J., *Strategic Corporate Finance*: Wiley Finance, Latest Edition.
- Allen D., *An Introduction to Strategic Financial Management*, CIMA/Kogan Page, Latest Edition..
- Khan, M.Y. and Jain P.K., *Financial Management*, Tata McGraw-Hill, 7th Edition, 2014.
- Verma J.C., *Corporate Mergers, Amalgamations and Takeovers*, Bharat Publishing House, Latest Edition.
- Weston, J.F., Chung, K.S. and Hoag, S.E., *Mergers, Restructuring and Corporate Control*, Prentice-Hall, Latest Edition.
- Schwartz, E.S. & Trigeorgis, L., (Eds.) *Real Options and Investment under Uncertainty*, MIT Press, USA, Latest Edition.
- Copeland, T., Koller T. and Murrin J. *Valuation: Measuring and Managing the Value of Companies*, John Wiley, Latest Edition.
- Smith, C.W., Smithson, C.W. and Wilford, D.S., *Managing Financial Risk*, Harper and Row, Latest Edition

(The list of cases & specific references including recent articles will be announced in class.)

402: FINANCIAL ECONOMETRICS AND EQUITY RESEARCH

Objective

To provide the students with the econometric tools for application in the field of investment management and corporate finance. The paper inter alia provides them with necessary knowledge and skills for preparing equity research reports.

Course Outline:

Regression Analysis and Econometric Model Building

The basic regression model, simple and multiple regression, relaxing the assumptions of OLS estimation, models of qualitative choice, econometric model building, panel data regression, non-linear and maximum likelihood estimation.

Time-Series Econometrics

Stochastic processes, Tests of stationarity, Cointegration; Error Correction Models and Causality Tests, Moving average and exponential smoothing methods, ARIMA and VAR models, ARCH and GARCH models, Estimating time varying correlations, Panel Data Estimation: Fixed and Random Effects Methods, Dynamic Panel Estimation Models

Chaos Theory and Financial Markets

Characteristics of Non Linear Dynamical Systems, Chaos Toolbox, Empirical Evidence

Applications of Econometric Modelling and Forecasting Techniques in Investment Management

Predicting financial variables - stock returns, interest rates and forex movements, market microstructure - inventory models, market liquidity and volatility, asset pricing models, event study analysis, term structure models

Equity Research Analysis

Elements of equity research report, macro-economic analysis, industry analysis, business analysis, financial analysis and projection, valuation framework - free cash flow valuation approach, economic profit method, adjusted present value and capital cash flow model, relative valuation approach, assessing risk factors, preparing an equity research report.

Applied Equity Valuation

Valuation of old and new economy stocks, valuation of financial companies, valuation of mergers and acquisitions, valuation of sick and turnaround companies, valuation of initial public offerings.

Suggested Readings:

- Wang, P., *Financial Econometrics (Methods and Models)*, Routledge, Latest Edition
- Ruey S. Tsay, *Analysis of Financial Time Series*, Wiley, 3rd Edition, 2010
- Campbell, J.Y., Lo, A. and MacKinlay A.C., *The Econometrics of Financial Markets*, Princeton, Latest Edition.
- Koller, T., Goedhart, M. and Wessels, D., *Valuation: Measuring and Managing the Value of Companies*, McKinsey & Company, 5th Edition, 2010
- Damodaran, A., *Investment Valuation*, John Wiley & Sons, Latest Edition.
- Damodaran, A. *Dark Side of Valuation*, Prentice Hall, Latest Edition

(The list of cases and specific references including recent articles will be announced in the class.)

403: INTERNATIONAL FINANCE

Objectives: The objective of the paper is to provide the students an overview of international financial institutions and foreign exchange market and Forex risk management. The course shall also cover issues relating to multinational corporate finance such as international capital budgeting, capital structure planning, and working capital decision.

Course Outline:

- International Financial Institutions: An Overview
- Balance of Payments (Theory and Policy)
- Foreign Exchange Market, Forex derivatives
- Exchange Rate Forecasting and Determination
- Forex risk measurement and management
- Offshore Financing (International equity, debt and Euro-currency markets)
- International Trade Financing (International framework and Policies in this regard)
- International capital budgeting and cost of capital
- Capital Structure and Cost of Capital of MNC's
- Working Capital Management
- International Restructuring
- Political Risk, Country Risk and their Management

Suggested Readings:

- Desai, M. A., *International Finance: A Case Book*, Wiley, Latest Edition.
- Levi, M., *International Finance*, Routledge, Latest Edition.
- Brigham, E.F., and Houston, J.F., *Fundamentals of International Finance*, South Western College Publishers, Latest Edition.
- Rajwade, A.V., *Foreign Exchange, International Finance and Risk Management*, Academy of Business Studies, Latest Edition.
- Grabbe, O., *International Financial Markets*, Prentice Hall Englewood Cliffs New Jersey Latest Edition.
- Apte, P.G., *International Financial Management*, Tata McGraw Hill, Latest Edition.
- Seth, A.K. and Panwar, S., *International Finance: Theory and Practice*, Galgotia Publishing Company, Daryaganj, Delhi, Latest Edition.
- Shapiro, A.C., *Multinational Financial Management*, 10th ed., November 2013.
- Jain, P.K., Yadav, S.S., and Peyrard, J., *International Financial Management*, Macmillan India Ltd., Latest Edition.

(The list of cases and specific references including recent articles will be announced in the class.)

404: PROJECT PLANNING, APPRAISAL AND FINANCING

Objective: The objective of the course is to acquaint the students with various aspects involved in Project Management.

Course Outline:

- Project Identification, Planning and Selection; Project Life-Cycle
- Market, Technical, Commercial and Economic Feasibility, Social Cost-Benefit Analysis and Social Discount rate
- Preparing Project Reports: Financial Projections, Estimating Costs
- Mathematical Programming Techniques and Project Management
- Project Financing
- Project Appraisal by Financial Institutions
- Project Analysis of Government Projects
- Project Time and Cost Over-runs
- Networking Techniques and Project Management
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Suggested Readings:

- Chandra, P., *Projects: Preparation, Appraisal, Budgeting and Implementation*, New Delhi: Tata McGraw Hill, Latest Edition
- Stefano Gatti, *Project Finance in Theory and Practice*, Academic Press (an Imprint of Elsevier), Latest Edition
- E.R. Yescombe, *Principles of Project Finance*, Academic Press (an Imprint of Elsevier), Latest Edition
- Chawla K., *Social Cost-Benefit Analysis - An Introduction to Financial and Economic Appraisal of Profit*, Mittal Publications, Latest Edition
- Gray, C., *Essentials of Project Management*, PBI, Latest Edition.
- Gopalakrishnan, P., and Moorthy, V.E.R., *Textbook of Project Management*. New Delhi: Macmillan, Latest Edition
- Pahwa, H.P., *Project Reports and Appraisals*, Bharat Law House, Latest Edition
- Pahwa, H.P., *Project Financing*, Bharat Law House, Latest Edition
- Lock, D., *Project Management*, 7th Ed. Hampshire: Gower, Latest Edition
- Machiraju, *Project Finance*, Vikas, New Delhi, Latest Edition
- Chandra, P., *Project Preparation Appraisal & Implementation*, Tata McGraw Hill, Latest Edition.
- Kannan, S., *Project Evaluation & Cost Overruns*, Bharat Law House, Latest Edition
- Frank, J. Fabozzi, Carmael F. De Nahlik, *Project Finance*, Euromoney Institutional Investor PLC, Latest Edition.

(The list of cases and specific references including recent articles will be announced in the class.)

406: MUTUAL FUNDS AND ALTERNATIVE INVESTMENTS

Course Objective

The aim of this course is to introduce students to various asset classes available for investments. The thrust is to understand the concept and functioning of mutual funds, to know about the roles of different players viz., custodians, asset management companies, sponsor etc. in the mutual fund industry, to learn about the tax and regulatory issues related to mutual funds, to understand the fundamentals of net asset value (NAV) computation, accounting, taxation and performance evaluation of mutual fund schemes. Further, the course aims to instil in students a practical and thorough understanding of the peculiarity of real assets, hedge & arbitrage funds and commodities as alternative investment options.

Course Outline

Mutual Funds in Perspective

Concept and structure of Mutual Funds, An overview of Mutual Fund Market in India, Setting Up of a Mutual Fund, Role of Participants: Custodian, Trust, Registrar and Transfer Agent, AMC etc.; New Fund Offers, Procedure of Investing in NFO, Investor's rights and obligations, Role and objectives of AMFI, Organisation and regulatory Framework of Mutual Funds in India, Designing and Marketing of Mutual fund products, Different types of plans: SIP, STP, SWP, MIP, Dividend Pay-out, Subscription and Redemption etc.

Mutual Fund Products and Features

Concept of Open and Closed Ended Schemes, Classification of Mutual Fund Schemes based on different criteria, Concept of Load, Expense Ratio, Portfolio Turnover, AUM, Types of Equity Schemes, Debt Funds, Liquid Funds, Portfolio Management Schemes, ETFs, Money Market Funds, Index Funds, Speciality Funds, Ethical and Social Impact Funds, Hedge Funds, Arbitrage Funds, Venture Capital and Private Equity Funds

Mutual Fund Accounting and Performance Evaluation

Accounting for income, gains and losses from investments, accounting for expenses, determining NAV, accounting for load, distributable reserves, Mutual Fund Tax Provisions : Securities Transaction Tax (STT), Capital Gains Tax, Tax on Income Distributed, Tax deducted at source (TDS) / withholding tax, Dividend Payout and Growth Options within schemes, Indexation, Setting Off & Carry Forward of losses, Calculation of returns: IRR, XIRR, MIRR, Dividend Reinvestment, compounding of periodic returns, Risk measures: Standard Deviation, Beta, Downside risk, Tracking Error etc.; Risk adjusted performance measures: Sharpe, Treynor, Jensen's Alpha, Sortino, Information Ratio, M^2 , Omega, Measures of market timing etc.

Real Assets

Nature of Land, Infrastructure assets, Intellectual property etc. as investment options, Real Estate Fixed Investments: Residential Mortgages, Commercial Mortgages, Mortgage-Backed Securities Market, Collateralized Mortgage Obligations, Real Estate Investment Trusts; Real Estate Equity Investments: Real Estate Development, Valuation and Risks of Real Estate Equity Investments, Alternative Real Estate Investment Vehicles, Real Estate and Depreciation, Real Estate Equity Risks and Returns, Risks and Returns of Equity REITs

Hedge Funds and Private Equity Funds

Distinguishing Hedge Funds, Hedge Fund Types, Hedge Fund Fees; Hedge Fund Strategies; Hedge Fund Indices, Benefits and Costs of Diversification, Private Equity Terminology and Background, Private Equity as Equity Securities, Private Equity as Debt Securities, Trends and Innovations in Private Equity, Venture Capital versus LBOs, The Underlying Businesses of Venture Capital, Venture Capital Funds, Leveraged Buyouts (LBOs), Mezzanine Debt, Distressed Debt, Risks of Distressed Debt Investing

Commodities

Overview of major commodity markets: Oil, metals, agricultural products, Commodity Derivatives, Rolling Contracts, The Term Structure of Forward Prices, Backwardation and Contango, Returns on Futures Contracts, Commodity Investing for Diversification, Commodity Investing for Return Enhancement, Investing in Commodities without Futures, Commodity Exposure through , Commodity Futures Indices, Commodity Risks and Returns, Historical Risks and Returns

Suggested Readings

- Ronald K. Rutherford, The Complete Guide to Managing a Portfolio of Mutual Funds, Latest Edition
- Indian Institute of Banking and Finance, Mutual Funds - Products and Services, 2010
- Dr.Naila Iqbal, Mutual Fund: History, Future And Beyond – March 2014
- Fabozzi, J.F., Measuring and Controlling interest rate and credit risk, Wiley Finance, Latest Edition
- NSE's Certification in Financial Markets: Advanced Module on Mutual Funds
- CAIA Level I: An Introduction to Core Topics in Alternative Investments, Wiley, Second Edition, 2012. Part Two: Real Assets, Chapters 8 – 10.
- CAIA Level I: An Introduction to Core Topics in Alternative Investments, Wiley, Second Edition, 2012. Part Three: Hedge Funds, Chapters 11 – 17.
- CAIA Level I: An Introduction to Core Topics in Alternative Investments, Wiley, Second Edition, 2012. Part Five: Private Equity, Chapters 20 – 22.
- CAIA Level I: An Introduction to Core Topics in Alternative Investments, Wiley, Second Edition, 2012. Part Four: Commodities, Chapters 18 – 19.

(The list of cases and specific references including recent articles will be announced in the class.)

407: REAL ESTATE INVESTMENT MANAGEMENT

Objective

The objective of this course is to acquaint the participants with the working of real estate market in India. The course will focus upon the regulatory framework, valuation aspects and financing options. This course will concentrate on applying economic and finance concepts to real estate investment problems. This course will make students comfortable with fundamental principles and with the mathematics of real estate.

Course Outline

Introduction

Real Estate Market in India, Importance and role in growth of economy, Real Estate Market Segments, Regulatory Framework, Demand and Supply Dynamics, Legal and Tax Framework, Investment Options for retail investors

Residential Real Estate

Residential Housing Financing: Incremental Borrowing Cost, Refinancing, Market Value of a Loan, Effective Cost of Two or More Loans, Cash Equivalency, Wrap around Loans, Buy-down Loans, The Housing Market Investment: Stock-Flow Model, Tenure Choice: The Decision to Rent or Buy

Commercial Real Estate

Commercial Property in Real Estate Markets, Commercial Property Leases, Market for Space, Commercial Property Analysis, Computing After Tax Cash Flows from Operations for Commercial Properties, The Investment Decision, The Internal Rate of Return, Net Present Value, Financing Commercial Properties: Financial Leverage, Participation Loans, Accrual Loans, Market Comparison, Cost, Income Approaches, Risk Analysis, Sensitivity Analysis, Partitioning the IRR, Lease Risk, Real Options

Real Estate Financing

Mortgage Loans, Time Value of Money, Fixed Interest Rate Loans, Expected Yields, Graduated Payment Mortgages, Price Level Adjusted Mortgages, Adjustable Rate Mortgages, Mortgage-backed Securitisation and its Structuring, Participation Certificates, Housing Finance: Institutional Framework, Housing Loan Securitisation

Investment and Valuation of Real Estate

Investment Concepts, Real Estate Investment Trusts (REITs), Types of Trust, REIT Capitalisation, Financial Analysis, REIT growth and development, Valuation of Real Estate, Real Estate Private Equity, Methods of Real Estate Valuation, Valuation of Special Properties like Hotels, Property with Covenants, Commercial Property and House Property, Real Estate Portfolio Management, Real Estate Investment Trusts, Corporate Real Estate: Space Audit, Business Process Re-engineering, Locational Audit, Accounting and Taxation of Real Estate Transaction

Suggested Readings:

- Sayce, S., *Real Estate Appraisal*, Blackwell Publishing, Latest Edition.
- McMahan, J., *Cases in Commercial Real Estate Investing*, McMahan Real Estate Services, Latest Edition.
- Haight, T.G. and Singer, D.D., *The Real Estate Investment Handbook*, Hardcover, Latest Edition.
- Dixon, T.J., *Real Estate in New Economy*, Blackwell Publishing, Latest Edition.
- Levine, M.L., *International Real Estate: A Comparative Approach*, Dearborn Real Estate Education, Latest Edition.

- Kolbe, P.T., and Greer, G.E., *Real Estate Finance*, Dearborn Real Estate Education, Latest Edition.
- Allen, M.T. and Floyd, C.F., *Real Estate Principles*, Dearborn Real Estate Education, Latest Edition.
- Brown, R.K., *Real Estate Economics*, Houghton Mifflin, Latest Edition
- Barlow, R., *Land Resource Economics*, Prentice Hall, Latest Edition
- Harvey, J., *Economics of Real Property*, MacMillan, Latest Edition
- Brueggeman, William B. and Fisher, Jeffrey D., *Real Estate Finance and Investments*, McGraw-Hill Irwin, Latest Edition
- Geltner, David M., Norman G. Miller, Jim Clayton, and Piet Eichholtz. *Commercial Real Estate Analysis and Investments*. Cincinnati, OH: South-Western Educational Publishing, Latest Edition

(The list of cases and specific references including recent articles will be announced in the class.)

408: MARKETING OF FINANCIAL SERVICES

Objectives

The objective of the paper is to familiarise the students with the nature and scope of various types of marketing strategies to make financial services available in the market place.

Course outline

- Role and contribution of the financial services
- The changing environment of financial services and understanding the financial services consumers.
- Analysing marketing environment and developing marketing strategies
- Financial services marketplace : structures, products and participants
- Financial services mix-Product strategy; Advertising and promotion; Pricing; Distribution channels
- Customer care and service quality
- Banking and insurance marketing
- Building society marketing
- Marketing of unit and investment trusts
- Marketing of various fee based services and fund based services.

Suggested Readings:

- Indian institute of Banking and Finance, Managing and Marketing of Financial Services. Taxmann publications, 2015
- Harrison, T. & Estelami, H, The Routledge Companion to Financial Services Marketing, 2014
- Wright, M. & Watkins, M, Marketing Financial Service. Routledge, Latest Edition.
- Ennew, C. & Waite, N. Financial Services Marketing: An International Guide to Principles and Practice. Routledge, 2013
- Khan, M.Y., Financial Services, Tata McGraw-Hill, New Delhi, Latest Edition
- Molver, C. and G. Naylor, Marketing Financial Services, Latest Edition
- Zenoff, David P. Marketing Financial Services, Ballinger Publishing Company Ltd., Latest Edition

(The list of cases and specific references including recent articles will be announced in the class.)

Course Objective

This course aims at developing the necessary skills for applying the principles of financial analysis and risk management to management of funds in commercial banks. The objective is to instil in students an understanding of Indian banking sector in the context of global financial system and international bank management practices in developed economies. Another aim of this course is to enable students to understand the key concepts of credit risk and how this risk is measured and managed within financial institutions.

Course Outline

Overview of Banking in India

Introduction to concept of Banking, Bank as a commercial organisation, Importance of a developed banking sector for growth of economy, role of banks to mobilise savings, scope of banking services, Drivers of changes in Indian Banking environment, Regulatory framework, Role of central bank, A primer on Basel II, International banking standards, recent technological developments in the banking sector, Private vs Public Banks in India

Analysis of Bank Financial Statements

Framework for Analysis of bank Financial Statements, Fund management function in banking, objectives of fund management, Internal and External Factors influencing bank funds, financial statement and ratio analysis for banks, Measuring and evaluating performance of banks, ROI model, Banking Risks and returns, CAMELS Ratings, alternative models of bank performance, Bank funding policies and strategy, bank funding instruments: Deposit and Non-deposit liabilities, management of deposit and non-deposit liabilities and sources of bank funds

Asset Liability Management

Introduction to ALM and techniques, management of interest rate risk, interest sensitive gap and bank's duration gap, managing currency exposures, earnings sensitivity analysis and market value of equity sensitivity analysis, managing operational risk, liquidity risk, regulatory risk and reputation, bank treasury ALM, ALM trading principles, structured finance products including asset-backed commercial paper, mortgage-backed securities, collateralised debt obligations and structured investment vehicles, and their role in ALM, securitisation and balance sheet management

Management of Bank Investments

Banking Theory: Objectives, credit creation, investment policies; Overview of a typical bank portfolio, investment options for banks in India, objectives of investment portfolio management in banks, composition of investment portfolio, establishing investment policy guidelines, regulatory capital, treasury operations and group transfer pricing, compliance with Basel norms, Corporate Restructuring in Banks, Treasury operations, Repo instruments, Financial innovation and information technology, cyber threats

Credit Risk Analysis

Introduction and Overview, Basel Accords, Critique of Basel Norms, NPAs, strategies of managing NPAs, evaluating commercial and consumer loan requests, customer profitability analysis and loan pricing, Credit Rating, Z-score, Hazard Models, Structural Credit Risk Models, Credit VaR, Expected Shortfall, Introduction to Merton's Model & Moody's KMV, Recovery Rate/Loss Given Default (LGD); Hedging credit risk, Introduction to Credit Derivatives, Credit Default Swaps (CDS), Structural Valuation of CDS and Credit Trading Strategies

Suggested Readings:

- N Kavitha and Dr A Ramachandran, Funds Management in Commercial Banks: Indian Perspectives, March 2011
- MooradChoudhry, Bank Asset and Liability Management: Strategy, Trading, Analysis (Wiley Finance), Latest Edition
- Indian Institute of Banking and Finance, General Bank Management, MacMillan, Latest Edition
- Hefferman. S., Modern Banking, Latest Edition.
- Joseph F.S., Jr, Commercial Banks Financial Management, Prentice Hall, Latest Edition.
- Koch T.W., Bank Management, Thompson South Western, Latest Edition.
- Sellar K.C. & Lakshmasuma, Banking Themes and Practice, Vikas Publication, Latest Edition.
- Arnaud de Servigny and Olivier Renault, Measuring and Managing Credit Risk, Standard & Poors, Latest Edition.
- Dominic O'Kane and Lutz Schogl, Modelling Credit: Theory and Practice, Lehman Brothers International (Europe), Latest Edition.
- Srichander Ramaswamy, Managing Credit Risk in Corporate Bond Portfolios: A Practitioner's Guide, Wiley Finance, Latest Edition.
- Blaise Ganguin and John Bilardello, Fundamentals of Corporate Credit Analysis, Standard & Poors, Latest Edition.

(The list of cases and specific references including recent articles will be announced in the class.)

410 : INSURANCE MANAGEMENT

Course Objective

This course intends to provide a basic understanding of the insurance mechanism. It explains the concept of insurance and how it is used to cover risk. It aims to explain how insurance is transacted as a business and how the insurance market operates by delivering an understanding of the legal, regulatory, and market environment of the insurance industry. The course targets to provide an overview of major life insurance and general insurance products as well. Finally, the course elucidates the concept of re-insurance business, its relevance and respective legal mechanism.

Course Outline

Principles & Practice of Insurance

Nature of Insurance contracts, History of Development of Insurance in India. Risk Management, The Concept of Insurance and its Evolution, The Business of Insurance, The Insurance Market, Insurance Customers, The Insurance Contract, Insurance Terminology, Principles of Life and General Insurance, Life Insurance products, Important Types of Insurance policies, Group Insurance, Pension plans (Concepts, principles, advantages, disadvantages, product characteristics, product differentiation, and product development)

Legal Aspects and Regulation of Insurance Business

Development of Insurance Legislation in India and Insurance Act 1938, IRDA Functions and Insurance Councils, Regulations on Conduct of Business, Policy Holders Rights of Assignment, Nomination and Transfer, Protection of Policy Holders Interest, Dispute Resolution Mechanism, International Trends In Insurance Regulation, Current Legal Environment - An Overview of Insurance Sector Reforms - The Insurance Regulatory Development Authority (IRDA) Act, 1999 – IRDA (Investment) Regulations 2000 – IRDA Guidelines for Insurance Brokers Securities and Exchange Board of India (SEBI) Act, 1992 – SEBI Guidelines.

Principles And Practice Of Life Insurance

Meaning of Life Insurance, The Evolution and Growth of Life Insurance, Basic Principles of Insurance, Life Insurance Organizations in India, Competition and Regulation of Life Insurance, Types of Life Insurance Policies, Term Life Insurance, Whole Life insurance, Endowment Life Insurance, Unit Linked Policies with or without Profit Policies, Customer Evaluation, Policy Evaluation, Cost and Benefit, Group and Pension Insurance Policies, Special features of Group Insurance, Super Annuation Schemes, Group Gratuity Schemes, Computation of Premiums, Underwriting: The need for underwriting, Guiding principles of Underwriting, Factors affecting Insurability, Methods of Life Classification, Laws affecting Underwriting Financial Planning and taxation: Savings, Insurance vis-à-vis Investment in the Units Mutual Funds, Capital Markets, Life Insurance in Individual Financial Planning, Implications in IT treatment

Principles And Practice Of General Insurance

Meaning of General Insurance, The Evolution and Growth of General Insurance, Types of General Insurance, Fundamentals of General Insurance, Recent innovations, Organization and Management of General Insurance Companies, Regulatory Framework for General Insurance in India, Non-life miscellaneous insurances, Personal Accident Insurance, Health Insurance and Mediclaim policies, Liability Insurance, Burglary Insurance, Fire Insurance, Marine Insurance, Motor Insurance, Engineering Insurance, Miscellaneous Insurance, Underwriting and Settlement of Claims Settlement of Claims, Arbitration, Loss Minimization and Salvage

Risk Management and Insurance

Understanding Risk: Types of risk, Risk management, Actuarial Evaluation, Objectives: Risk identification and Measurement, Pooling arrangements and diversification of risk, Risk aversion and demand for insurance by individuals, by corporations, Insurability of risk, Contractual Provisions, Legal doctrine, Loss control, Risk retention and reduction decisions, Analytical tools

used in corporate risk management, Costs and benefits of insurance, Taxation Aspect related to Insurance

Reinsurance

Introduction to Reinsurance, Forms of Reinsurance, Methods of Reinsurance, Proportional Reinsurance, Non-Proportional Reinsurance, Retentions, Law and Clauses relating to Reinsurance Contracts, Reinsurance Accounting, Reinsurance Markets, Reinsurance Financial Security, Alternatives to Traditional Reinsurance, Inward Reinsurance Business, Processing Information for Reinsurance Decisions

Suggested Readings:

- George E. Rejda, Principles of Risk Management and Insurance, Pearson/Addison Wesley, 11th Edition. 2011
- C.L. Tyagi & Madhu Tyagi, Insurance - Law and Practice 2013
- Insurance Laws Manual (As Amendment by Insurance laws (Amendment) Act 2015), Taxmann Publications, April 2015
- K.C. Mishra and M. Bakshi, Legal and Regulatory Aspects of Insurance, CENGAGE Learning, Latest Edition
- Kanika Mishra, Fundamentals of Life Insurance: Theories and Applications, Prentice Hall of India: New Delhi, Latest Edition
- Kutty, S.K., Managing Life Insurance, Prentice Hall of India: New Delhi, Latest Edition
- K.C. Mishra and G.E. Thomas, General Insurance - Principles and Practice, Cengage Learning: New Delhi, Latest Edition
- George E. Rejda: Principles of Risk Management & Insurance, Pearson: New Delhi, Latest Edition
- C. Arthur Williams, Jr. Richard M. Heins, Risk Management and Insurance, McGraw-Hill, Latest Edition
- P.K. Gupta: Insurance & Risk Management, Himalaya Publishing House: Mumbai, Latest Edition
- Insurance Institute of India – IC 86 – Risk Management
- Harrington. Niehaus: Risk Management & Insurance, McGraw Hill: New York, Latest Edition
- Ruth Gastel, Reinsurance: Fundamentals and New Challenges, Insurance Information Institute, Latest Edition

(The list of cases and specific references including recent articles will be announced in the class.)

411: NATURAL RESOURCES AND ENVIRONMENTAL FINANCE

Objective

The object is to familiarize students with the natural resource environment and understand the role of environment and biodiversity conservation for sustainable economic development. The course shall also focus on economic regulation valuation approaches and sustainable financing objectives.

Course Outline

Natural Resource Economics

Types of Natural Resources and their characteristics; Resource optimization and sustainable development.

Biodiversity and Natural Resources

Biodiversity and ecosystem linkages; Biodiversity conservation- trends, policy and regulatory framework.

Natural Resource Valuation

Determinants of Economic Valuation, Alternative valuation approaches; estimating Cost and Benefits; Existence Value and Altruistic Model

Financing Conservation of Natural Resources

Alternative financing tools and instruments. Role of financial markets; Carbon Trading

International Initiatives, Convention and Treaties

Suggested Readings

- Hanley, N., J.F. Shogren and B. White, Environmental Economics in Theory and Practice, Oxford: Oxford University Press, Latest Edition
- P. Neher, Natural Resource Economics – Conservation and Exploitation, Cambridge, Cambridge University Press, Latest Edition
- Bateman, Ian J. et al.: Economic Valuation with Stated Preference Techniques: A Manual, Edward Elgar, Latest Edition
- Pearce, D., Atkinson, G. and Mourato S.: Cost-benefit analysis and the environment: Recent developments, OECD, Latest Edition
- Freeman, A. M.: The Measurement of Environmental and Resource Values, 2nd Edition, Resources for the Future, Latest Edition
- Parker, C., and Cranford, M., The Little Biodiversity Finance Book. A guide to proactive investment in natural capital, Global Canopy Program, Oxford., Latest Edition
- Convention on Biological Diversity (CBD) of United Nations Conference on Environment and Development (UNCED) of 1992
- World Bank Report on Diagnostic Assessment of Select Environmental Challenges for India, 2013

(The list of cases and specific references including recent articles will be announced in the class.)

ORDINANCE

MBA (FINANCIAL MANAGEMENT) PROGRAMME

1. There shall be a Post-Graduate Degree called MBA (Financial Management) in the Department of Financial Studies, University of Delhi South Campus, Faculty of Commerce and Business.

2. Minimum Eligibility Requirements

Graduate/Post-graduate or equivalent degree in any discipline, viz. Arts, Humanities, Commerce, Management, Social Sciences, Mathematical Sciences, Engineering; Technology, Agriculture, Law, Pharmacy and Medicine with 50% marks, from the University of Delhi or any other University recognised as equivalent thereto. Relaxation of 5% marks in eligibility will also be allowed to categories of SC/ST candidates.

3. Reservation

The Department shall follow the reservation policy of the University for admission to the MBA (Financial Management) course.

4. Selection Procedure

The candidates applying for admission to the MBA (Financial Management) course shall have to appear in an Entrance Test as specified by the Department from time to time. The shortlisted candidates shall be called for group discussion/Extempore presentation and personal interview. Final selection would be made on the basis of their performance in entrance examination, group discussion/Extempore presentation and personal interview or any other criteria as decided by the Department. In all cases, the decision of the Admission Committee shall be final.

Foreign students applying for admission to this course shall be admitted as per University of Delhi Rules in this regard. The candidates shall be required to furnish their latest scores in GMAT and English proficiency Test (TOFEL/IELTS). The Department shall review all applications from foreign students duly forwarded by the office of Deputy Dean, Foreign Students and its decision in this regard shall be final. All foreign students are required to obtain necessary clearances from Government agencies as specified by the University in this regard.

The Admission Committee of the Department may revise the admission criteria and selection procedure from time to time.

5. Age Requirement

The candidate should be minimum of 20 years on 1st October in the year in which admission is sought. (Relaxation of age limit up to a maximum period of one year on the basis of individual merit may be made by the Vice-Chancellor).

6. Course Structure

The MBA (Financial Management) programme shall comprise of 28 courses – 24 compulsory courses and 4 Elective courses. The Elective Courses shall provide the students a choice to acquire specialised knowledge in different areas of Finance. Each compulsory course as well as elective shall be of four credits. In addition to these credit courses, the Department may offer non-credit courses and foundation courses depending upon the needs of the students.

Programme Structure

The MBA (Financial Management) programme shall be in two parts i.e., Part I and II.

Part I

The schedule of Part I will be composed of two semesters, viz. Semester I and Semester II. The schedule of papers prescribed for Part I shall be as follows:

Semester I

- 101 Managerial Economics
- 102 Business & Corporate Laws
- 103 Financial Accounting
- 104 Business Statistics and Mathematics
- 105 Information Technology for Managers
- 106 Indian Financial System
- 107 Financial Management

Semester II

- 201 Macro Economic Theory and Policy
- 202 Management Accounting and Control Systems
- 203 Financial Analysis and Valuation
- 204 Quantitative Techniques for Management
- 205 Strategic Information Systems
- 206 Introductory Econometrics
- 207 Investment Analysis

Part II

The schedule of Part II will be composed of two semesters, viz. Semester III and Semester IV. The schedule of papers prescribed for Part II shall be as follows:

Semester III

- 301 Financial Services and Wealth Management
- 302 Business Management and Strategy
- 303 International Accounting
- 304 Portfolio Management
- 305 Financial Derivatives & Risk Management

Electives: *Any two of the following:*

- 306 Business Analytics
- 307 Tax Planning and Management
- 308 Enterprise Risk Management
- 309 Fixed Income Securities and Structured Finance Products
- 310 Corporate Governance and Corporate Social Responsibility
- 311 Marketing Management

Semester IV

- 401 Strategic Financial Management
- 402 Financial Econometrics and Equity Research
- 403 International Finance
- 404 Project Planning, Appraisal and Financing
- 405 Project Study

Electives: *Any two of the following:*

- 406 Mutual Fund and Alternative Investments
- 407 Real Estate Investment Management
- 408 Marketing of Financial Services
- 409 Bank Management and Credit Risk Analysis
- 410 Insurance Management
- 411 Natural Resources and Environmental Finance

The Department reserves the right to limit the choice for elective as well as non-credit courses, depending upon the availability of faculty and other resources.

The Department may offer foundation and non-credit courses in relevant areas as per requirements. Readings for papers may be reviewed by the Department from time to time. For greater academic inclusiveness, the Department may also offer short duration courses (not exceeding six months) to other students using a combination of the papers in MBA (Financial Management). The details of such short duration courses may be worked out by the Department in due course of time.

Summer Training: As part of the course requirement, at the end of first year each student is required to undertake summer training for a period of 6 to 8 weeks in approved organisations. At the end of the Summer Training period, each student will be required to submit a certification as prescribed in the guidelines issued by the Department.

7. Fees Payable

MBA (Financial Management) students of the Department will be required to pay an annual fee of Rs.11,761/- (Rupees Eleven Thousand Seven Hundred Sixty One Only) at the time of admission. The foreign students would have to pay an annual fee as specified by the University. The fee may be revised from time to time after obtaining permission from appropriate University bodies.

8. Medium of Instruction and Scheme of Examination

English shall be the medium of instruction and examination. The system of evaluation shall be as follows:

- (i) Each paper shall carry 100 marks of which 30 marks shall be reserved for internal assessment based on class room participation, seminar, term papers, tests, viva-voce, case analysis, etc. The weightage given to each of these shall be decided and announced at the beginning of the semester, for each paper.
- (ii) The remaining 70 marks in each paper shall be awarded on the basis of a written examination of three hours duration at the end of each semester.
- (iii) The scheme of evaluation for the Project Study shall be as follows:
 - (a) Although the Project work shall begin from the third semester of Part II, project report shall be submitted in the fourth semester.

- (b) The project report shall be evaluated for 70 marks and viva-voce examination shall be conducted for 30 marks, at the end of fourth Semester.

Detailed guidelines for Project Study Paper shall be developed by the Department and revised from time to time.

- (iv) The minimum marks for passing the examination of each semester shall be 40% in each paper and 45% in the aggregate.
- (v) If a student fails or fails to appear in any of the papers in MBA (Financial Management) 1st semester, Part I of the University examination, he/she will be allowed to take examination in that paper/papers along with second semester examination of Part I.
- (vi) Admission to Part II MBA (Financial Management) Course shall be open to those who have cleared successfully at least 12 papers out of the papers offered for the MBA (Financial Management) Part I year comprising I & II Semesters taken together. However, he/she would have to clear the remaining papers, in which he failed or failed to appear, while studying in MBA (Financial Management) Part II.
- (vii) If a student fails or fails to appear in any of the papers in third semester of Part II of University Examination, he/she will be allowed to take the examination in the subjects along with examination in the subjects of fourth semester of Part II examination.
- (viii) If a student fails in any of papers of the fourth semester including Project Study, he/she can take the examination in the said paper(s) along with the subsequent examinations of I/III Semester provided he/she has cleared all other papers of earlier semesters.
- (ix) Successful candidates shall be awarded divisions as per University Rules.
- (x) The conditions of passing the course shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the Department in approved organisation for at least two months.
- (xi) No candidate shall be considered to have pursued a regular course of study unless he is certified by the Department to have attended at least 75% of the total number of lectures in each semester during the course of study. Provided that he fulfils other conditions, the Department may permit a student to proceed to the next semester who falls short of the required percentage of attendance by not more than 10% of sessions conducted during the whole of the first/third semester of the course but a student so permitted shall not be deemed to have completed a regular course of study in the next succeeding semester unless he makes up the shortage so condoned.
- (xii) (a) A candidate must qualify for the award of the Degree within four years of his/her first admission to the course.
 - (b) Candidates who fail or failed to appear at the MBA (Financial Management) examination may be allowed to reappear at the examination on being enrolled as an ex-student as per rules of the University
 - (c) Candidates who have already received the minimum pass marks in the Project Study Report at the University examination shall not be allowed to reappear in the examination.
 - (d) Submission of Project Study Report for evaluation in the fourth Semester, as per the guidelines specified by the Department for this purpose, The Department shall evolve a mechanism to strengthen the conduct and evaluation of Project Study paper.

- (e) No revaluation of answer books is permitted according to the rules of the University applicable to professional courses.
- (xiii) In case of withdrawal from the MBA (FM) course the fee will be refunded as per University Rules.

9. International Partnerships and Students Exchange

The Department is developing international relationships with academic institutions abroad for strengthening knowledge and developing global perspective amongst its students. Under this arrangement, the MBA (Financial Management) students may undertake studies in one of the semesters with international partners. Similarly, students from any of the international partner institutions can come to the Department for pursuing select papers or parts thereof. The Department shall develop a credit transfer system for this purpose. The Department may also convert the students' marks into grades and cumulative grade point averages, to be in line with international standards.

10. Students Exchange with Institutions in India

In order to give greater choice to the student community, the Department shall collaborate with leading academic institutions in India for facilitating students' exchange. Under this collaboration MBA (FM) students may attend one of the semesters with partner institutions and while partner institutions students can attend one of the semesters with the Department. The Department shall develop a credit transfer system for this purpose.

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**PROPOSED CURRICULUM FOR
MBA (FINANCIAL MANAGEMENT)**



**DEPARTMENT OF FINANCIAL STUDIES
UNIVERSITY OF DELHI SOUTH CAMPUS**

JULY 2015

**DEPARTMENT OF FINANCIAL STUDIES
UNIVERSITY OF DELHI SOUTH CAMPUS
NEW DELHI-110021**

**PROPOSED REVISED COURSE CURRICULA FOR TWO YEAR
(FULL TIME) MASTER OF FINANCE AND CONTROL (MFC)
PROGRAMME**

Rationale

The Master of Finance & Control (MFC) programme was introduced in 1987-88 by the University at South Campus as a two-Year (Full time) professional course in Finance to meet the growing need of finance professionals in the industry. The MFC programme has been well received by the industry as is evident from the placements of MFC students over the year. The course curriculum of MFC underwent a major revision during 1998, in view of the changes taking place due to liberalisation of Indian economy.

Since the last revision in 1998, Indian financial sector has witnessed a major structural transformation triggered by the financial reforms and integration of Indian financial markets with the global markets. Several new areas have also emerged that need to be incorporated into the course curricula of a professional course like MFC. Some of these areas include commodity exchanges, wealth management, infrastructure finance, behavioural finance, fixed income securities, international taxation, investment philosophies etc. Hence, the Department of Financial Studies has undertaken steps to revise the course curricula for the programme. The revised course curricula has been designed in view of the objectives of the course on the basis of extensive consultations with eminent academics, leading practitioners in the industry as well as MFC alumni working at high levels in the industry.

Course Objectives

The MFC programme aims at developing finance professionals who would man leading positions in financial services industry and finance departments of leading companies. The main objective of the course is to equip the students with requisite skills in financial planning, decision making and control. More specifically, the course aims at:

- acquainting with the basic analytical tools and techniques of financial decision making;
- providing an insight into the nature of accounting information and the techniques to use such information for financial planning and control;

- familiarising with the financial and regulatory environment impinging upon the financial decision making;
- developing a basic understanding of issues involved in equity research, financial econometrics and risk management;
- developing an understanding of commodity exchange and their linkage with financial markets;
- developing an understanding of the conceptual framework for security analysis, portfolio management and their application to areas like wealth management;
- familiarising with the issues involved in managing global financial services management and marketing thereof;

Course Structure

The Master of Finance & Control (MFC) course shall be in two parts i.e., Part I and II.

Part I

The schedule of Part I examination will be composed of two semesters, viz. Semester I and Semester II. The schedule of papers prescribed for Part I examination shall be as follows:

Semester I

- | | |
|-----|-------------------------------------|
| 101 | Managerial Economics |
| 102 | Business & Corporate Laws |
| 103 | Financial Accounting |
| 104 | Business Statistics and Mathematics |
| 105 | Information Technology for Managers |
| 106 | Indian Financial System |
| 107 | Financial Management |

Semester II

- | | |
|-----|------------------------------------|
| 201 | Macro Economic Analysis and Policy |
| 202 | Management Accounting |
| 203 | Financial Reporting and Analysis |
| 204 | Quantitative Techniques |
| 205 | MIS and e-Finance |
| 206 | Investment Analysis |
| | Interdisciplinary Course |
| 207 | An Elective Outside the Department |

Part II

MFC Part II course would be composed of two semesters i.e. Semester III and Semester IV. The schedule of papers prescribed for MFC Part II examination shall be as follows:

Semester III

- 301 Financial Services
- 302 International Finance
- 303 International Accounting
- 304 Portfolio Management
- 305 Strategic Financial Management
- 306 Financial Derivatives & Risk Management
- 307 Management of Bank Funds

Semester IV

- 401 Financial Econometrics and Equity Research
- 402 Project Study

Optionals (Any Two from 403-411)

- 403 Insurance Management
- 404 Mutual Fund and Pension Funds Management
- 405 Real Estate Investment Management
- 406 Commodities Market
- 407 Fixed Income Securities and Treasury Management
- 408 Infrastructure Finance
- 409 Tax Planning and Management
- 410 Project Planning, Appraisal & Control
- 411 Services Marketing
- 412 **Interdisciplinary Course**
An Elective Outside the Department

Each course shall involve a teaching of about 45 credit hours. The Department may offer non-credit courses in relevant areas as per requirements. Readings may be reviewed by the Department from time to time.

Interdisciplinary Course

The students will take two Interdisciplinary courses in Semester II and IV in association with the Department of Commerce, Department of Business Economics and Faculty of Management Studies and other relevant departments/faculties.

Summer Training

As part of the course requirement, at the end of first year each student is required to undertake practical training for a period of two months in approved organisations.

Minimum Eligibility Requirements:

Graduate (under 10 + 2 + 3)/Post-graduate in any discipline, viz. Arts, Humanities, Commerce, Management, Social Sciences, Mathematical Sciences, Engineering; Technology, Agriculture, Law, Pharmacy and Medicine with 50% marks, from the University of Delhi or any other University recognised as equivalent thereto. Relaxation of 5% marks in eligibility will also be allowed to categories of SC/ST candidates.

Reservation

As per the reservation policy of the University, 15% seats are reserved for candidates belonging to the Scheduled Caste category; 7.5% seats are reserved for candidates belonging to Scheduled Tribe category; 27% seats are reserved for the Other Backward Classes category; 3% seats are reserved for Physically Challenged category and 5% of the seats are reserved for Children/Widows of the Officers and Men of the Armed Forces including Para Military personnel killed or disabled in action in wars 1947-48 onwards including Gallantry Award recipients, and if sufficient number of such candidates are not available to fill up these reserved seats, the seats so remain unfulfilled be made open to other candidates. It is mandatory for each candidate applying in 'physically challenged' category to appear before Medical Board of the University, with the necessary medical certificates on the date and time notified. Eligibility for consideration under this category shall be at the sole discretion of the Medical Board of University of Delhi and the decision of the Medical Board, in this regard, shall be final. Admissions for 'physically challenged category will be done as per the rules and modalities specified by University of Delhi in this regard. Four seats over and above the total seats in MFC shall be reserved for foreign students.

Selection Procedure

The selection of the candidates for admission to the MFC course would be made on the basis of their performance in Entrance Test that seeks to test the aptitude of the candidates for studies in financial analysis and management. The test components would be announced by the Department each year.

The shortlisted candidates at the test shall be called for group discussion/Ex-tempore/presentation and personal interview. The selection panel shall consist of, besides the faculty members of the Department, nominee(s) of AC, if any, subject experts and industry professionals. In all cases, the decision of the Admission Committee shall be final.

Foreign Students studying in Indian Universities are required to appear in admission test. Foreign Students studying in Indian Universities are required to appear in

admission test. In case of foreign students who are not required to appear for the test, preference will be given to those who furnish their latest GMAT and TOFEL scores. The Department shall review all applications from foreign students and its decision in this regard shall be final. All foreign students are required to obtain NOC from the Department of Education, Ministry of HRD, Government of India.

Age Requirement

The candidate should be minimum of 20 years on 1st October in the year in which admission is sought. (Relaxation of age limit up to a maximum period of one year on the basis of individual merit may be made by the Vice-Chancellor).

Fees Payable

At present as a professional course, the MFC students of the Department are required to pay an annual fee of Rs.11,761/- (Rupees Eleven Thousand Seven Hundred Sixty One Only) at the time of admission. The foreign students would have to pay an annual fee of U.S.\$3,500. The fee may be revised from time to time after obtaining permission from appropriate University bodies.

Evaluation

English shall be the medium of instructions and examinations. The system of evaluation shall be as follows:

- (i) Each paper shall carry 100 marks of which 30 marks shall be reserved for internal assessment based on class room participation, seminar, term papers, tests, viva-voce and attendance. The weightage given to each of these factors shall be decided and announced at the beginning of the semester.
- (ii) The remaining 70 marks in each paper shall be awarded on the basis of a written examination of three hours duration at the end of each semester.
- (iii) The scheme of evaluation for the project study shall be as follows:
 - (a) Project work shall begin from the third semester of Part II and shall be evaluated for 70 marks at the end of fourth semester.
 - (b) There shall be a viva-voce examination at the end of Part II and shall be evaluated on the basis of 30 marks.
- (iv) The minimum marks for passing the examination of each semester shall be 40% in each paper and 45% in the aggregate of the semester.
- (v) If a student fails or fails to appear in any of the papers in MFC 1st semester Part I of the University examination, he/she will be allowed to take examination in that paper/papers along with second semester examination of Part I.

- (vi) Admission to Part II MFC Course shall be open to those who have cleared successfully at least 12 papers out of the papers offered for the MFC I year course comprising I & II Semesters taken together. However, he/she would have to clear the remaining papers while studying in MFC Part II-second year.
- (vii) If a student fails or fails to appear in any of the papers in third semester of Part II of University Examination, he/she will be allowed to take the examination in the subjects along with examination in the subjects of fourth semester of Part II examination.
- (viii) If a student fails in any one of papers of the fourth semester other than Project Study, he/she can take the examination in the said paper alongwith the subsequent examinations of I/III Semester provided he/she has cleared all papers of earlier semesters.
- (ix) Successful candidates shall be awarded divisions as per University Rules.
- (x) The conditions of passing the course shall not be deemed to have been satisfied unless a student undergoes practical training under the supervision of the Department in approved organisation for at least two months.
- (xi) No candidate shall be considered to have pursued a regular course of study unless he is certified by the Department to have attended atleast three-fourths of the total number of lectures, tutorials, and seminars conducted in each semester during the course of study. Provided that he fulfils other conditions, the Department may permit a student to proceed to the next semester who falls short of the required percentage of attendance by not more than 10% of sessions conducted during the whole of the first/third semester of the course but a student so permitted shall not be deemed to have completed a regular course of study in the next succeeding semester unless he makes up the shortage so condoned.
- (xii) (a) A candidate must qualify for the award of the Degree within four years of his/her first admission to the course.
- (b) Candidates who fail or failed to appear at the MFC examination may be allowed to reappear at the examination on being enrolled as an ex-student as per rules of the University
- (c) Candidates who have already received the minimum pass marks in the Project Study Report at the University examination shall not be allowed to reappear in the examination.
- (d) Submission of Project Study Report for evaluation in the current academic year will be allowed upto 31st March, failing which the Project Report will be accepted only in the subsequent year(s) between March 16-31. The Department shall evolve a mechanism to strengthen the conduct and evaluation of Project Study paper.
- (e) No revaluation of answerbooks is permitted according to the rules of the University applicable to professional courses.

- (xiii) In case of withdrawal from the Programme before the commencement of classes, fee will be refunded after deductions as per University Rules. No fee shall be refunded in case withdrawal from the Programme after the commencement of the classes.

International Partnerships and Students Exchange

The Department is developing international relationships to strengthen knowledge and perspective and global perspective amongst its students. Under this arrangement, the MFC students may optionally undertake the fourth semester with any of the international partners, similarly students from any of the international partner institutions can come to us for doing a full semester. The Department shall develop a credit transfer system for this purpose. The Department shall also convert the students' marks into grades and associated grade point averages to be in line with international standards.

101: MANAGERIAL ECONOMICS

Objective: The objective of this course is to develop the ability to apply the concepts, tools and techniques of economics in analysing and interpreting business decisions.

Course Outline:

- **Nature and Scope of Managerial Economics:** Rationale and objectives of a firm, constraints faced by a firm.
- **Demand and Consumer Behaviour:** Demand function, demand curve, a firm's demand and the market demand, price income and cross elasticities of demand. Notion of indifference-preference, and the mapping of a consumer's scales of preferences, budget constraint, consumer's choice, effects of variation in income and price, intertemporal choice.
- **Theory of the Firm:** Production and cost in the short and long run. Decision making of a firm under alternative market structures in the short and long terms under conditions of perfect competition and monopoly. Monopolistic competition and oligopoly, market concentration, price and non-price competition, oligopoly and interdependence -. Pricing practices Strategic and Managerial Behaviour.
- **Problems posed by Uncertainty and Asymmetric Information:** Uncertainty and risk, attitudes towards risk, value of insurance, risk management - hedging.
- **Asymmetric information** - market for lemons, agent-principal relationship, moral hazard, adverse selection.

Readings:

- Samuelson, W.F., and Marks, S.G., *Managerial Economics*, John Wiley and Sons.
- Ivan, P., *Managerial Economics*, Blackwell Publishing.
- Cabral, L., *Introduction to Industrial Organisation*, MIT Press.
- Lewis, W.C., Peterson, H.C. and Jain, S.K., *Managerial Economics*, Pearson Education.
- Lipczynski, J., and Wilson, J., *Industrial Organisation*, Prentice-Hall.
- Salvatore, D., *Managerial Economics in a Global Economy*, McGraw-Hill International Editions.
- Varian, H.R., *Intermediate Microeconomics: A Modern Approach*, Affiliated East-West Press, W.W., Norton & Company.
- Waldman, D., Jensen, E., *Industrial Organisation: Theory and Practice*, Addison-Wesley.

(The list of cases and specific references including recent articles and books will be announced in the class.)

102: BUSINESS AND CORPORATE LAWS

Objective: The objective of this course is to acquaint the participants with the legal environment in which business operates.

Course Outline:

- **Indian Contract Act (Relevant provisions):** Provisions relating to formation and performance of contracts and some special contracts.
- **Special Contracts under the Indian Contract Act.**
- **Sale of Goods Act:** Provisions relating to Contract of Sales, transfer of property, performance of contract of sale and rights of parties involved.
- **Negotiable Instruments Act:** Provisions of law relating to promissory notes, bills of exchange and cheque; parties to a negotiable instrument; negotiation of instruments; discharge/dishonour of cheques; banker customer relationship.
- **Consumer Protection Act:** Provisions of the relating to defect in goods, deficiency in services and unfair trade practices.
- **Companies Act:** Provisions relating to formation of company, issue of capital, borrowings, prevention of oppression and mismanagement.

Readings: (Latest editions)

- Kuchhal, M.C., *Business Laws*, Vikas Publishing House.
- Singh, Avtar, *Law of Contract & Specific Relief*, Eastern Book Company.
- Pathak, Akhileshwar, *Legal Aspects of Business*, Tata McGraw Hill.
- Aggarwal, S.K., *Indian Business Laws*, ed, Galgotia Publishers.
- Landmark Judgements on Consumer Protection, Universal Law Publishing Company.
- Cooter, R., & Ulen, T., *Law & Economics*, Pearson Education.
- Bagriai, A. K., *Company Law*, Vikas Publishing House.

(The list of cases and specific references including recent articles will be announced in the class.)

103: FINANCIAL ACCOUNTING

Objective: The purpose of this course is to develop an insight into the nature of financial accounting information and its reporting through periodic financial statements. The focus of the paper is on the mechanics of financial accounting for corporate entities. This understanding will enrich skills of students in understanding financial statements.

Course Outline:

- The Accounting System
- Accounting Model for General Purpose Financial Statements
- The Accounting Data Processing Cycle
- Accounting for Assets
- Accounting for Liabilities
- Accounting for Shareholders' Equity
- Revenue and Expenses
- Cash Flows Statement
- Accounting for Derivatives
- Group Accounts

Readings:

- Harrison, W.T., Horngren, C.T. and Braun, K., *Financial/Managerial Accounting*, Prentice-Hall, 2007.
- Stickney, C.P., and Weil, R.L., *Financial Accounting: An Introduction to Concepts, Methods and Uses*, South Western College Publishers, 2002.
- Dearden J. & Bhattacharya S.K., *Accounting for Management*, Vikas, New Delhi, 2003.
- Narayanaswamy, R., *Financial Accounting: A Managerial Perspective*, Prentice-Hall, New Delhi, 2008.
- Engler, C., Bernstein L.A. and Lambert K.R., *Advanced Accounting* Irwin, Chicago, 1995.
- Bhattacharya, A.K., *Financial Accounting for Business Managers*, Prentice-Hall, New Delhi, 2007.
- Powers, M., and Needles, B.E., *Financial Accounting*, Wiley India, New Delhi, 2008.
- Keiso D.E., Weygandt J.J. and Warfield, T.D., *Intermediate Accounting*, John Wiley and Sons, latest edition.
- Weygandt J.J., Keiso D.E., and Kimmel, P.D., *Financial Accounting*, Wiley India, New Delhi, 2007.

(The list of cases and specific references including recent articles will be announced in the class.)

104: BUSINESS STATISTICS AND MATHEMATICS

Objective: The objective of this course is to make the participants learn the applications of statistical tools for financial decision making.

Course Outline:

- **Statistics:** Introduction, descriptive statistics data, measures of central tendency, measures of variations, measures of skewness and kurtosis. Moments and their applications in financial statistics.
- Probability Theory
- Probability Distributions
- **Statistical Inference:** Sampling and sampling distributions.
- **Hypothesis Testing:** Large and Small Sample Tests.
- **Analysis of Variance:** One-way Analysis of Variance and two-way Analysis of Variance.
- **Non-Parametric Statistics:** Chi-square Test, Run Test, Sign Test,
- Decision Theory
- Correlation and Regression Analysis:
- Index Numbers
- Time Series Analysis and Forecasting
- Matrix Algebra
- Basic Calculus

Readings:

- McClave, J. and Benson, P.G., *Statistics for Business and Economics*, Pearson, 10th Edition, 2007.
- Miller, C.D. and Salzman, S.A., *Business Mathematics*, Addison Wesley, 2005.
- Deitz, J.E. and Southam, J.L., *Contemporary Business Mathematics for Colleges*, Thompson Learning, 2005.
- Levin, R. and Rubin, D., *Statistics for Management*, Pearson, Latest Edition.
- Barron, M., *Statistics for Economics, Accounting & Business Studies*, 1995.
- Morse, L.B., *Statistics for Business & Economics*, Harper Collins, 1993.
- Kohler, H., *Statistics for Business & Economics*, Harper Collins, 1994.
- Triola, M.F. and Franklin, L.A., *Business Statistics*, 1994.
- Watsnam, T. J. and Keith, P., *Quantitative Methods in Finance*, International Thompson Business Press, 1997.

(The list of cases and specific references including recent articles will be announced in the class.)

105: INFORMATION TECHNOLOGY FOR MANAGERS

Objective: The objective of this course is to equip the students with necessary skills for using Information Technology tools for improving managerial effectiveness and providing exposure to nature and applications of various elements of IT infrastructure that can be used for managerial decision making.

Course Outline:

- Information Technology infrastructure and its role in managerial effectiveness.
- Computer Hardware Resources and System Performance.
- Software Resources: Software needs and the sourcing strategies.
- Personal information systems: Characteristics, components, applications and performance.
- Desktop Applications including modelling using spreadsheets.
- Managing Data for personal information system.
- Internet as a component of IT infrastructure.
- Online trading systems.
- Security Risk Management for Personal Information Systems.

Readings:

- Turban, E., Leidner, D., McLean, E. and Wetherbe, J., *Information Technology for Management" Transforming Organization in the Digital Economy*, 6 Edition, (Hardcover- March 5, 2007), Wiley.
- Piot, J. and Baschab, J., *The Executive's Guide to Information Technology* (Hardcover - April 4, 2003), John Wiley.
- Henry C. Jr. Lucas., *Information Technology: Strategic Decision-Making for Managers*, John Wiley & Sons, 2005.
- Monk, E., and Brady, J.A., *Problem-Solving Cases in Microsoft Access and Excel*, Fourth Annual Edition.
- Sengupta, C., *Financial Modelling using Excel and VBA*, John Wiley & Sons, 2007.
- Mary, J. and Staunton, M., *Advanced Modelling Using Excel and VBA*, John Wiley & Sons, 2001.
- Kumar Muneesh, *Business Information Systems*, Vikas Publications, Latest Edition.

(The list of cases and specific references including recent articles will be announced in the class.)

106: INDIAN FINANCIAL SYSTEM

Objective: The objective of this course is to provide an in-depth insight to the students in the structure, organisation and working of the financial system in India. The course also covers financial intermediaries like non-banking finance companies, banks, insurance companies and mutual funds.

Course Outline:

- Financial Institutions and Economic Development, Indian Financial System - An Overview
- Money Market: Bank credit and working capital finance; Money market organisation; Management of bank funds.
- Capital/Securities Market: Regulatory Framework, Primary Market Organisation, Secondary Market Organisations, Trading, settlement and transfer procedure on NSE, OTCEI and BSE, Depository system
- Working of Commercial Banks: Banking Structure, Risk Management in Banks, Regulation and Supervision,
- Mutual Funds: Role as a financial intermediary, Types of mutual fund schemes, SEBI Regulations
- Insurance Organisations: Insurance Industry and its regulation,
- Development Financial Institutions: Concept, Role of DFIs, Sources of Funds
- Non-Banking Finance Companies: RBI regulations and directions
- Foreign Investments: Types and regulatory framework

Readings:

- Khan, M.Y., *Indian Financial System*, Tata McGraw Hill, 2005.
- Bhole, L.M., *Financial Institutions and Markets: Structure, Growth and Innovations*, Tata McGraw Hill, Latest Edition.
- Kohn, M., *Financial Institutions and Markets*, Tata McGraw Hill, Latest edition.
- Madura, J., *Financial Markets and Institutions*, South-Western, Thomson Learning, Latest Edition.
- Chandratre et.al., *SEBI and Corporate Laws*, Bharat's, Latest Edition.
- Avdhani, V.A., *Investment and Securities Markets in India*, Himalaya, 1997.

(The list of cases and specific references including recent articles will be announced in the class.)

107: FINANCIAL MANAGEMENT

Objective: The objective of this course is to acquaint the students with the basic analytical techniques and methods of financial management of business firms.

Course Outline:

- Scope and Objectives of Financial Management
- Mathematics of Finance
- Capital Budgeting
- Sources of Long-term Finance
- Cost of Capital
- Risk Analysis
- Working Capital Management - Overview
- Cash Management
- Inventory Management
- Receivables Management
- Current Assets Financing
- Financing Decision: Theories and Factors
- Dividend Policy Decision: Theories and Determinants.

Readings:

- Brealey, R.A., & Myers, S.C., *Principles of Corporate Finance*, 8th Ed. New Delhi: Tata McGraw Hill, 2005.
- Van Horne, J.C., and Wachowicz Jr., J.M., *Fundamentals of Financial Management*, Pearson, 2004.
- Damodaran, A., *Corporate Finance: Theory and Practice*, New Delhi: John Wiley, 2004.
- Ross, S. A., and Wester F. R., *Corporate Finance*, McGraw Hill, 2002.
- Bhalla, V.K., *Financial Management and Policy*, 3rd Ed. New Delhi: Anmol, 2002.
- Chandra, P., *Financial Management and Policy*, 5th Ed. New Delhi: Tata McGraw Hill, 2001.
- Emery, D.R. & Finnerty, J.D., *Corporate Financial Management*. New Jersey: Prentice Hall, 1997.
- Pandey, I.M., *Financial Management*, Vikas New Delhi, 1997.
- Keown, A.J., Petty, J.W., Scott, D.F., & Martin, J.D., *Foundations of Finance*, 2nd Ed. New Jersey: Prentice Hall, 1998.
- Menamin, M.J., *Financial Management - An Introduction*, 2nd Ed. New Delhi: Oxford University Press, 2000.
- Prasanna, C., *Financial Management*, Tata McGraw Hill, 1997.
- Brealey, R.A. and Myers, S.C., *Corporate Finance*, McGraw Hill, 1996.
- Soloman, E., & Pringle, J.J., *An Introduction to Financial Management*. New Delhi: Prentice Hall of India, 1995.
- Van Horne, J.C., *Financial Management and Policy*, 10th Ed. New Delhi: Prentice Hall of India, 1997.
- Khan, M.Y. and Jain, P.K., *Financial Management*, 5th edition, TMH, 2005.

(The list of cases and specific references including recent articles will be announced in the class.)

201: MACROECONOMIC THEORY AND POLICY

Objective: The objective of the course to acquaint the students with the tools and techniques of comprehending and analysing macroeconomic situations.

Course Outline:

- **Introduction:** What is macroeconomics, national income aggregates, concepts of macroeconomics.
- **Long Run Equilibrium:** Determination of the long run output, and conditions of equilibrium with respect to interest rate and price level.
- **Closed Economy Analysis from the Short to the Long Run:** IS-LM framework including slopes and shifts, derivation of aggregate demand, derivation of the short run aggregate supply, aggregate demand aggregate supply analysis. Social costs of inflation,. Social costs of unemployment, natural rate of employment and its determinants. Trade off between inflation and unemployment, role of expectations adaptive and rational, monetary and fiscal policy.
- **Open Economy:** Flow of goods and capital, exchange rate regimes, fixed and variable price levels, expectations of exchange rate changes, inter-economy interdependence.
- **Behavioural Foundations of Macroeconomics:** Fixed Investment as a function of output and interest, cost of capital. Micro-foundations of consumer behaviour, borrowing constraints, consumption as a function of income and wealth. Demand for and supply of money.

Readings:

- Baumol, W.J., Blinder, S.A., *Macroeconomics: Principles and Policy*, Southwestern College Publishers.
- Mankiw, N.G., *Macroeconomics*, Worth Publishers.
- Barro, R.J., *Macroeconomics* MIT Press.
- Carlin, W., Soskice, D., *Macroeconomics: Imperfection Institution & Policies*, Oxford University Press.
- Blanchard, O.J., *Macroeconomics*, Prentice-Hall.
- Branson, W.H., *Macroeconomic Theory and Policy*, Harper Collins.
- Burda, M., Wyplosz, C., *Macroeconomics: A European Text*, Oxford University Press.
- Dornbusch, R., Fischer, S., *Macroeconomics*, McGraw-Hill.
- Dornbusch, R., Fischer, S., Startz, R., *Macroeconomics*, McGraw-Hill.
- Heijdra, B.H., Ploeg, F.V. *Foundations of Modern Macroeconomics*, Oxford University Press.
- Jha R., *Macroeconomic for Developing Countries*, Routledge.

(The list of cases and specific references including recent articles and books will be announced in the class.)

202: MANAGEMENT ACCOUNTING

Objective: The objective of this course is to provide an in-depth insight into the nature of cost accounting information and develop the requisite skills for making use of such information for managerial decisions.

Course Outline:

- Past and present of Management Accounting
- Cost Terms & Concepts
- Planning and Control Tools
- Cost Information for Decision Making
- Management Control Systems
- Cost Management and Strategic Management Accounting
- Special Topics in Management Accounting (e.g. Quality Costs, Theory of Constraints, Learning Curves)
- New and Emerging Areas of Management Accounting (e.g. Value Added Analysis, Financial Evaluation of Brand Human Resources Accounting, etc.)
- Application of Quantitative Methods in Management Accounting.

Readings:

- Harrison, W.T. and Horngren, C.T., *Financial/Managerial Accounting*, Pearson, 2007.
- Coomks, H., and Bobbs, D., and Jenkins, E., *Management Accounting Principles & Applications*, ed, Sage Publications, 2005.
- Chatterjee, B.K., *Cost and Management Accounting for Managers*, IV Edition, Jaico Publishing House.
- Mittal, D.P., *Law of Transfer Pricing*, Taxman publication.
- Louderback, H., and Dominiak, *Managerial Accounting* Thomson Learning (Latest edition).
- Collier, P.M., *Accounting for Managers - Interpreting Accounting Information for Decision-Making*, Wiley.
- Durry, C., *Costing - An Introduction*, Taxman Publication.

(The list of cases and specific references including recent articles will be announced in the class.)

203: FINANCIAL REPORTING AND ANALYSIS

Objective: The objective of this paper is to enable the participants to understand, analyse and interpret the information disseminated through the external financial reports for decision-making purposes. The course requires extensive out-of-class preparation and relies heavily on the financial reports produced periodically by the companies listed on the national and international stock exchanges.

Course Outline:

Contexts - Legislative, Regulatory, Conceptual, Theoretical, Governance

Contents - Financial Statements, Narrative Reports, Interim Reports, Segment Reports

- National and International GAAP and Accounting Choices - Select Items
- Financial Statement Numbers - Empirical Issues
- Accounting for Specialised Industry - Banks, NBFCs, Insurance
- Technology and Future Reports
- Financial Databases and Electronic Resources for Financial Information
- Cross Sectional and Time Series (Profitability, Risk & Cashflow Analysis)
- Techniques of Financial Analysis
- Forecasting Financial Statement Information (Pro-forma Financial Statements)
- International Accounting and Harmonization
- Using Financial Information in decision-making (Capital Markets, credit analysis, distress prediction, corporate financial policies analysis, management communications analysis).
- Corporate Environmental, Social, Governance (ESG) reporting and analysis.
- Narrative and off balance-sheet items.

Readings:

- Abdobmohammadi, M.J. & McQuade, R.J., *Applied Research in Financial Reporting*, McGraw-Hill, USA, 2002.
- Abrams, J.B., *Quantitative Business Valuation*, McGraw-Hill, NY, 2001.
- Foster, G., *Financial Statement Analysis*, Pearson, New Delhi, 2001.
- Institute of Chartered Accountants of India, Various publications.
- International Accounting Standards Board, various publications.
- Palepu, K.G. Bernard, V.L. and Healy, P.M., *Business Analysis and Valuation using Financial Statements*, Cengage, New Delhi, 2007.
- Ramaiya A., *Guide to the Companies Act*, Wadhwa, 1997.
- Revsine, L., Collins, D.W. & Johnson, W.B., *Financial Reporting and Analysis*, Prentice-Hall, 2004.
- Stickney, C.P., *Financial Information Analysis*, Wiley, UK, 2001.
- White, G.T., Sondhi, A.C. and Fried, D., *The Analysis and Use of Financial Statements*, Wiley India, New Delhi, 2006.
- Vasal, V.K., *Corporate Reporting in India – Financial and Social Performance Disclosures*, New Century, New Delhi, 2006.

(The list of cases and specific references including recent articles will be announced in the class.)

204: QUANTITATIVE TECHNIQUES

Objective: The Course aims at familiarising the students with quantitative techniques that are used in financial decision making. The course shall focus on application of Programming Models in solving managerial problems.

Course Outline:

- Linear Programming - Problem Formulation, Solving Linear Programming Problem, Duality and Sensitivity Analysis
- Integer Programming and Dynamic Programming - Formulation
- Quadratic Programming and Goal Programming - Formulation.
- Transportation and Assignment Problems.
- Network Techniques - PERT and CPM, Time-Cost Trade-off and Resource Allocation
- Inventory Models - Simple EOQ, Production run, EOQ models with shortages, Periodic Review Model and Continuous Review Methods.
- Replacement of Fixed Assets - Individual Replacement Policy - with and without time value; Group Replacement Policy, Preventive Replacement Policy
- Sequencing
- Game Theory
- Waiting-Line Theory - Single Server and Single Channel Model.
- Introduction to Multivariate Analysis, Factor Analysis and Discriminant Analysis.

Readings:

- Vohra, N.D., *Quantitative Techniques in Management*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2007.
- Hillar S.S. and Lieberman, G.J., *Introduction to Operations Research*, Tata McGraw Hill, Latest edition.
- Lucey, T., *Quantitative Techniques*, Thompson Learning Publishers, London, 2001.
- Hamly A. T., *Operations Research - An Introduction*, Prentice-Hall of India Private Ltd., 1997.
- Gillett, B.E., *Introduction to Operation Research - A Computer Oriented Alogrithonic Approach*, Tata McGraw Hill Publishing Ltd., New Delhi, 1993.
- Vazsonyi, A. and Spriner, H.F., *Quantitative Analysis for Business*, Prentice-Hall of India Private Limited, New Delhi, 1987.
- Watsman, T.J. and Parramor K., *Quantitative Methods in Finance*, International Thompson Business Press, 1997.

(The list of cases and specific references including recent articles will be announced in the class.)

205: MANAGEMENT INFORMATION SYSTEMS AND e-FINANCE

Objective: The purpose of the course is to provide an understanding of how the companies in 21st century can gain the competitive advantage by use of information systems. The course shall focus on the key management issues relating to information systems and their use in business, particularly issues in information management, aligning IS to business strategy and business model, and transitioning to conventional business to e-Business or e-Enterprise.

Course outline:

- Concept and strategic role (if Information Systems (IS) in Business
- Types of information systems and Need Resource Matching
- **Enterprise Information Systems and their Applications:** ERP (Enterprise Resource Planning), SCM systems, CRM (Customer Relationship Management) systems and Knowledge Management Systems.
- **Planning for information systems:** Alternative approaches to identification of applications, evaluating IS proposals, risks in IS implementations,.
- Software needs and sourcing decision
- **Managing Data Resources:** Data Base Management Systems (DBMS), Data warehousing and data mining.
- Data Communication and Networking
- E-commerce models for financial sources
- E-banking and electronic payment system
- Security risk management for e-services
- Ethical, Regulatory and Legal Framework for information system, with special reference to e-financial services

Readings:

- Laudon J. P. and Laudon, K., *Management Information Systems*, Prentice Hall, 10th Edition, 2006.
- Haag, S., Cummings, M. and McCubbrey, D.J., *Management Information Systems for Information Age*, Third edition, McGraw-Hill Irwin, 2002
- Licher, P., *Managing Information Systems: A Strategic Approach*, Dryden Press, 1997.
- Applegate, L.M., Robert, A.D. and McFarlan, F.W., *Corporate Strategy and Management: Texts and Cases*, Tata McGraw Hill, 2007.
- Turban, E., Leinder E.M., Weltherbe J., *Information Technology*, Wiley, 2007.
- Ward, J. and Pepp J., *Strategic, Planning for Information Systems*, Wiley (latest edition).
- Kumar, M., *Business Information Systems*, Vikas Publ., New Delhi, 1998.
- O'Brien, J.A., *Management Information System: Managing Information Technology in the e-Business Enterprise*, Tata-McGraw Hill, 5/e, Irwin, 2002.
- Fertuck, L., *System Analysis and Design with modem methods*, Business and Educational Technologies, 1998.
- Joshi, V.C., *e-finance – log into the future*, Response Books, New Delhi, 2005.

(The list of cases and specific references including recent articles will be announced in the class.)

206: INVESTMENT ANALYSIS

Objective: To provide the students an in-depth knowledge of different investment vehicles and familiarize them with suitable framework for their valuation.

Course Outline:

- **The Investment Environment:** The investment decision process, the Indian capital market, stock and bond market indices, sources of financial information, investment, inflation and taxes.
- **Return and Risk on Securities:** A case for the two-parameter framework, test of normality, concept and measurement of return, concept and measurement of risk, estimating betas.
- **Fixed Income Securities - Analysis and Valuation:** Types of bonds, bond features, components of bond return and risk, estimating bond yields, valuation models, bond price theorems, concept of duration, convexity and immunization, managing interest rate risk, term structure of interest rates.
- **Equity Shares – Analysis and Valuation:** Fundamental analysis, overview of economic-industry-company (E-I-C) analysis framework, dividend and earnings capitalization models, relative valuation approach, technical analysis.
- **Other Assets:** Futures and options - basic concepts and valuation framework, real estate valuation, commodity markets, private equity and soft assets.

Readings:

- Charles P. Jones, *Investment Analysis and Management*, John Wiley & Sons, Ninth Edition, 2004.
- Fabozzi and Markowitz, *The Theory and Practice of Investment Management*, John Wiley & Sons Inc., 2002.
- James L. Farell, *Portfolio Management Theory and Application*, McGraw-Hill, International Edition, Latest Edition.
- Donel E. Fischer and Ronald J. Jordan, *Security Analysis and Portfolio Management*, Pearson Education, Sixth Edition, 2004.
- Johnson, *Bond Evaluation, Selection and Management*, Blackwell Publishing, 2004.
- Fuller R., and Farreel J.L., *Modern Investments and Security Analysis*, Latest edition.

(The list of cases and specific references including recent articles will be announced in the class.)

301: FINANCIAL SERVICES

Objective: The objective of this course is to familiarise the students with the nature and scope of various types of financial services and to understand the regulatory environment in which they are undertaken.

Course outline:

- **Fund based Services:**

- Leasing: Theoretical & legal framework, Taxation and funding, Accounting and reporting, Financial evaluation.
- Hire Purchase finance and consumer credit: Conceptual and legal framework, Taxation, Accounting and reporting, Financial evaluation
- Bills discounting: Steps in bill discounting, Bill market in India
- Factoring and forfeiting
- Insurance services: General and Life Insurance, Role of IRDA
- Housing/Real estate finance

- **Fee-based/Advisory Services:**

- Merchant banking: Institutional framework, Operational framework, Issue management, SEBI Guidelines for public issues, Pricing and timing of public issues.
- Mergers and Acquisitions: Concept, SEBI Regulations
- Credit Rating: Concept, Types of credit rating, Credit rating agencies and their methodology
- Stock-Broking: Procedure, SEBI Regulations
- Securitisation/Mortgages
- Portfolio Management Schemes

- **Regulatory Environment of Financial Services:**

- Review of recommendations of various committees

Readings:

- Khan, M.Y., *Financial Services*, Tata McGraw-Hill, New Delhi, 2005.
- Irani, Farouk, *Inside Leasing*, Tata McGraw-Hill Publishing Company Ltd.
- Isom, T.A. and Amembal, S.P., *The Handbook of Leasing Techniques and Analysis*, Petrocelli Books.
- Verma, J.C., *Handbook of Merchant Banking and Financial Services*, Bharat Law House Pvt. Ltd.
- Molver, C. and G. Naylor, *Marketing Financial Services*.
- Zenoff, David P. *Marketing Financial Services*, Ballinger Publishing Company Ltd.
- M.Raju, *Merchant Banking*, Tata McGraw Hill, New Delhi.

(The list of cases and specific references including recent articles will be announced in the class.)

302: INTERNATIONAL FINANCE

Objectives: The objective of the paper is to provide the students an overview of international financial institutions and foreign exchange market and forex risk management. The course shall also cover issues relating to multinational corporate finance such as international capital budgeting, capital structure planning, and working capital decision.

Course Outline:

- International Financial Institutions: An Overview
- Balance of Payments (Theory and Policy)
- Foreign Exchange Market, forex derivatives
- Exchange Rate Forecasting and Determination (Technical Studies, Fundamental Studies)
- Forex risk measurement and management
- Offshore Financing (International equity, debt and Euro-currency markets)
- International Trade Financing (International framework and Policies in this regard)
- International capital budgeting and cost of capital
- Capital Structure and Cost of Capital of MNC's
- Working Capital Management
- International Restructuring
- Country Risk and Its Management

Readings:

- Desai, M. A., *International Finance: A Case Book*, Wiley, 2006.
- Levi, M., *International Finance*, Routledge, 2005.
- Brigham, E.F., and Houston, J.F., *Fundamentals of International Finance*, Southwestern College Publishers, 2004.
- Rajwade, A.V., *Foreign Exchange, International Finance and Risk Management*, Academy of Business Studies, 1996.
- Grabbe, O., *International Financial Markets*, Prentice Hall Englewood Cliffs New Jersey 1996.
- Apte, P.G., *International Financial Management*, Tata McGraw Hill, Latest Edition.
- Seth, A.K. and Panwar, S., (2008), *International Finance: Theory and Practice*, Galgolia Publishing Company, Dary and Gaj, Delhi.
- Shaprio, A.C., *Multinational Financial Management*, 8th ed., Hardcover, January 2006.
- Shaprio, A.C. and DeMaskey, A.L., *Study Guide to Accompany Foundations of Multination Financial Management*, 5th ed., Paperback, August 2004.
- Jain, P.K., Yadav, S.S., and Peyrard, J., *International Financial Management*, Macmillan India Ltd., 1998.
- Seth, A.K. and Panwar, S., (2008), *International Finance: Theory and Practice*, Galgolia Publications, Daryaganj, Delhi.

(The list of cases and specific references including recent articles will be announced in the class.)

303: INTERNATIONAL ACCOUNTING

Objective: The objective of this course is not only to develop a sound conceptual understanding of the international accounting issues among the participants but also to impart thorough knowledge of the regulatory environment in which these issues need to be tackled.

Course Outline:

- International Dimensions of Accounting and Control
- Accounting for Foreign Currency Transactions and Translations
- International Business Combinations and Consolidations
- Accounting for Foreign Currency Derivatives
- Global Financial Analysis
- International Product Costing and Transfer Pricing
- Harmonization of Accounting Practices
- Evaluation and Control of Global Operations
- Global Tax Management
- Foreign Collaborations and Joint Ventures

Readings:

- Choi, F. and Meek, G., *International Accounting*, Pearson, New Delhi, latest Edition.
- Saudagaran, S.M., *International Accounting: A User Perspective*. Thomson South-western , 2003.
- Nobes, C., and Parker R., *Comparative International Accounting*, Prentice-Hall , U.K., 2004.
- International Accounting Standards Board, various publications.
- International Federation of Accountants, various publications.
- Roberts, C., Weetman, P. and Gordon, P., *International Financial Reporting: A Comparative Approach*, Pearson, 2005.
- Coopers & Lybrand, *Global Tax Network 1997*, International Tax Summaries, A Guide for Planning and Decision, John Wiley & Sons, 1997.
- Lee H., Radebong P and Sidney, G., *International Accounting and Multinational Enterprises*, John Wiley, 1997.
- Taylor, P., *Consolidated Financial Reporting*, Markus Weinier Publishers, Princeton, 1996.
- Rathore, S., *International Accounting*, Prentice Hall, New Delhi, 2008.

(The list of cases and specific references including recent articles will be announced in the class.)

304: PORTFOLIO MANAGEMENT

Objective: To provide the students an in-depth knowledge of financial markets theory and equip them with the necessary skills for the management of asset portfolios.

Course outline:

- **Portfolio Selection:** Setting portfolio objectives, traditional and modern portfolio theory, index models, constant correlation models, alternative portfolio selection models.
- **Market Efficiency and Asset Pricing:** Market Efficiency, theory and empirical tests, Standard CAPM, non-standard forms of CAPM, CAPM anomalies, APT and its extensions, intertemporal factor models, the Fama-French three factor model, conditional CAPM.
- **Active Portfolio Management and Performance Evaluation:** Portfolio construction, active portfolio management and investment strategies, evaluating portfolio performance.
- **Portfolio Revision and Insurance:** Portfolio revision plans, portfolio insurance using financial derivatives.
- **Global Investing:** Case for international diversification, global asset allocation and global portfolio formation process, recent trends in mature and emerging capital markets.
- **Specialized Portfolios:** Mutual funds, hedge funds, real estate investment trusts, pension and provident funds.

Readings:

- Haugen, R.A., *Modern Investment Theory*, Pearson Education, Fifth Edition, 2003.
- Francis, J. and Ibbotson, R., *Investment: A Global Perspective*, Prentice Hall, 2001.
- Fareell, J.L., *Portfolio Management Theory and Application*, McGraw-Hill, International Edition, Latest Edition.
- Sharpe, W., Alaxander, G.J. and Bailey, J.W. *Investments*, Prentice Hall of India Private Ltd., 2002.
- Elton, J. and Gruber, J., *Modern Portfolio Theory and Investment Analysis*, John Wiley & Sons, Fifth Edition, 2005.
- Fabozzi, F.J., *The Theory And Practice Of Investment Management*, John Wiley & Sons, Fifth Edition, 2002.
- Sehgal, Sanjay, *Asset Pricing in Indian Stock Market*, New Century Publications, 2005.

(The list of cases and specific references including recent articles will be announced in the class.)

305: STRATEGIC FINANCIAL MANAGEMENT

Objective: The aim of this course is to provide the participants an insight into advanced techniques in financial management and some special financial decision-making situations in order to help them in becoming value managers. Empirical studies and select case studies shall form an integral part of this course.

Course Outline:

- Financial Policy and Strategic Planning
- Value, value drivers and alternative metrics
- Risk and Real Options in Capital Budgeting
- Corporate Strategy and High Technology Investments
- Creating Value through required returns
- Financing Strategy
- Option Financing: Warrants, Convertibles and Exchangeables
- Risk Management Strategies
- Restructuring Strategy
- Monitoring Strategy (including Sweat Equity Options)

Readings:

- Patrick, A.G., *Mergers, Acquisitions, and Corporate Restructurings*, Wiley, 4th Edition, 2007.
- Pettit, J., *Strategic Corporate Finance*: Wiley Finance, 2007.
- Allen D., *An Introduction to Strategic Financial Management*, CIMA/Kogan Page, 1997.
- Copeland, T.E. and Weston J.F., *Financial Theory and Corporate Policy*, Addison-Wesley, 1988.
- Khan, M.Y. and Jain P.K., *Financial Management*, Tata McGraw-Hill, Latest edition.
- Van Horne J.C., *Financial Management and Policy*, Prentice-Hall , 1995.
- Van Horne J.C. and Wachowicz Jr. J.M., *Fundamentals of Financial Management*, Prentice-Hall, 1994.
- Verma J.C., *Corporate Mergers, Amalgamations and Takeovers*, Bharat Publishing House, 1995.
- Weston,J.F., Chung, K.S. and Hoag, S.E., *Mergers, Restructuring and Corporate Control* , Prentice-Hall, 1996.
- Schwartz, E.S. & Trigeorgis, L., (Eds.) *Real Options and Investment under Uncertainty*, MIT Press, USA, 2001.
- Stewart, G.B., *The Quest for Value*, Harper Collins, 1991.
- Copeland, T., Koller T. and Murrin J. *Valuation: Measuring and Managing the Value of Companies*, John Wiley, 1994.
- Smith, C.W., Smithson, C.W. and Wilford, D.S., *Managing Financial Risk*, Harper and Row.

(The list of cases and specific references including recent articles will be announced in the class.)

306: FINANCIAL DERIVATIVES & RISK MANAGEMENT

Objective: The purpose of the course is to introduce the students to various tools and techniques of financial risk management and applications thereof.

Course Outline:

- Introduction to Financial Engineering
- Sources of Financial Risk
- Mathematics of Derivatives
- Measurement of Financial Risk Exposure
- Tools of Financial Engineering:
 - Cash Markets
 - Forward rates and forward rate agreements (FRAS)
 - Futures
 - Options
 - SWAPS
 - Managing Financial Risk
- Derivatives Market in India

Readings:

- Hull, J., *Options, Futures and Other Derivatives*, Prentice Hall, 6th edition, 2005.
- Dubofsky, D.A. and Miller, T.W., Jr., *Derivatives: Valuation and Risk Management*, Oxford, 2003.
- Broyles, J., *Financial Management and Real Options*, Wiley, 2003.
- Bhalla, V.K., *Financial Derivatives: Risk Management*, New Delhi: S. Chand, Latest Edition.
- Bittman, J.B., *Trading and Hedging with Agricultural Futures and Options*, New York: McGraw Hill, 2001.
- Briys, E., Bellalah, M., Mai, H.M., & Varenne, F.D., *Options, Futures and Exotic Derivatives*, New Delhi: John Wiley, 1998.
- Chance, D.M., *An Introduction to Derivatives*, Dryden Press, 1997.
- Hill, J.C. *Options, Futures and other Derivatives*, 4th Edition. New Jersey: Prentice hall, 2000.
- Marshall, J. and Bansal, V., *Financial Engineering*, Prentice Hall Inc., 1993.
- Johnson, R.S., & Giaccotto, C. *Options and Futures - Concepts, Strategies and Applications*, New York: West Publishing Company, 1995.
- Chew, L., *Managing Derivative Risk*, John Wiley, 1996.
- Report of Prof.L.C.Gupta, *Committee on Derivatives Trading*.
- Kolb, R.W., and Overdahl, J.A., *Financial Derivatives*, New York Institute of Finance, 1993.
- Kolb, R.W., *Options Primer*, Published by John Wiley and Sons, 3rd ed., 2003.
- Das, S., *Swap & Derivative Financing*, Probus, 1994.
- Shapiro, A.C., *Multinational Financial Management*, 7th Ed. New Delhi: John Wiley, 2002.

- Teall, J.L., & Hasan, I., *Quantitative Methods for Finance and Investments*, London: Blackwell Publishing Ltd., 2002.
- Vij M., *Multinational Financial Management*, New Delhi: Excel Books, 2001.
- Vohra, N.D. & Bagri, B.R., *Futures and Options*. 3rd Ed. New Delhi: Tata McGraw-Hill, 2000.

(The list of cases and specific references including recent articles will be announced in the class.)

307: MANAGEMENT OF BANK FUNDS

Objective: The course aims at developing the necessary skills for applying the principles of financial analysis to management of funds in commercial banks.

Course Outline:

- Bank as a commercial organisation, an Overview of Banking in India, drivers of recent changes Indian Banking environment.
- Framework for Analysis of Bank Financial Statements.
- The Funds Management Function in Banking, Objectives of Funds Management, Internal and External Factors Influencing Bank Funds
- Measuring and Evaluating Performance of Banks, ROI Model, Banking risks and returns, CAMELS ratings, alternative models of bank performance
- Bank Funding Policies and Strategy, Bank Funding Instruments: Deposit & Non-Deposit, Management of Deposit and Non-Deposit Liabilities and other Sources of Bank Funds.
- Asset Liability Management and Techniques for Managing Interest Rate Risk, Managing Interest Sensitive Gap and Bank's Duration Gap, Earnings Sensitivity Analysis and Market value of Equity Sensitivity Analysis
- Credit Risk and Lending Function: Recent trends in credit expansion and quality of credit assets, Evaluating commercial and consumer loan requests, Managing credit risks, aggregative and micro level approaches, Alternative Strategies of managing Non-performing assets, Customer profitability analysis and loan pricing.
- Management of Bank Investments: Objectives of investment portfolio management in a bank, Composition of investment portfolio, Establishing investment policy guidelines
- Financial Innovation, Information Technology and Corporate Restructuring in Banks

Readings:

- Indian Institute of Banking & Finance, *General Bank Management*, MacMillan, 2005.
- Indian Institute of Bank & Finance, *Bank Financial Management*, Taxman Publishers, 2005.
- Hefferman, S., *Modern Banking* Wiley 2005.
- Sellar, K.C., & Lakshmasuma, *Banking Themes and Practice*, Vikas Publications, 2005.
- Dorfman, M.S., *Introduction to Risk Management & Insurance*, Pearson, 2005.
- Verma, S.B., *Risk Management*, Deep & Deep Publication, 2005.
- Joseph F.S., Jr., *Commercial Banks Financial Management*, Prentice Hall, 2003.
- Koch, T.W., *Bank Management*, Thompson south Western, 2005.
- Tannan, M.L., *Banking Law and Practice*, Indian Law House, 2005 .
- Jadhav, N., *Challenges to Indian Banking*, ed., MacMillan, 1996.
- Bessis J., *Risk Management in Banking*, John Wiley, 2002.
- Didier, C. and Pirotte, H., *Advanced Credit Risk Analysis*, John Wiley & Sons, 2000.

- Amin, M., *Credit Risk Valuation: Methods, Models & Applications*, Springer Verlag, 2001.
- Bessis, J., *Risk Management in Banking*, John Wiley & Sons, 2003.
- Gaeta, G., Alibhai, S. and Hingorani J., (ed.) *Frontiers in Credit Risk*, John Wiley & Sons, 2002.
- Gup, B.G., *Commercial Banking*, Pearson Education (latest edition).

(The list of cases and specific references including recent articles will be announced in the class.)

401: FINANCIAL ECONOMETRICS AND EQUITY RESEARCH

Objective: To provide the students with the econometric tools for application in the field of investment management and corporate finance. The paper inter alia provides them with necessary knowledge and skills for preparing equity research reports.

Course Outline:

- **Regression Analysis and Econometric Model Building:** The basic regression model, simple and multiple regression, relaxing the assumptions of OLS estimation, models of qualitative choice, econometric model building, panel data regression, non-linear and maximum likelihood estimation.
- **Time-Series Econometrics:** Basic stochastic process, tests of stationarity moving average and exponential smoothing methods, ARCH and GARCH models, ARIMA and VAR models.
- **Applications to Investment Management:** Predicting financial variables - stock returns, interest rates and forex movements, market microstructure - inventory models, market liquidity and volatility, asset pricing models, event study analysis, term structure models, non-linearities in financial data.
- **Applications to Corporate Finance:** Bankruptcy prediction, mergers and acquisitions, bond ratings, corporate governance ratings, determinants of capital structure and dividend policy.
- **Equity Research Analysis:** Elements of equity research report, macro-economic analysis, industry analysis, business analysis, financial analysis and projection, valuation framework - free cash flow valuation approach, economic profit method, relative valuation approach, assessing risk factors, preparing an equity research report.
- **Applied Equity Valuation:** Valuation of old and new economy stocks, valuation of financial companies, valuation of mergers and acquisitions, valuation of sick and turnaround companies, valuation of initial public offerings.

Readings:

- Koller, T., Goedhart, M. and Wessels, D., *Measuring and Managing the Value of Companies*, John Wiley and Sons Inc., 4th Edition, 2006.
- Stock, J.H. and Watson, M.W., *Introduction to Econometrics*, Pearson, 2003.
- Greene, W.H. *Econometric Analysis*, Pearson, 5th edition, 2003.
- Campbell, J.Y., Lo, A. and Mackinlay A.C., *The Econometrics of Financial Markets*, Princeton, Latest Edition.
- Cuthbertson, K., *Quantitative Financial Economics, Stocks, Bonds and Foreign Exchange*, John Wiley & Sons, 2002.
- Focardi, S.M. and Fabozzi, F.J., *The Mathematics of Financial Modelling and Investment Management*, John Wiley & Sons, 2004.
- Fabozzi, F.J., Focardi, S.M. and Kolm, P.N., *Financial Modeling of the Equity Markets*, John Wiley & Sons, 2006.
- Damadaran, A., *Investment Valuation*, John Wiley & Sons, Second Edition, 2002.

(The list of cases and specific references including recent articles will be announced in the class.)

403: INSURANCE MANAGEMENT

Objective: This course aims at familiarising the course participants with the relevant dimensions of insurance management in order to understand the financial implications thereof.

Course Outline:

- Introduction to insurance and risk
- Legal Principles of General and Life insurance
- Insurance contracts
- Management of Insurance Organisations
- Taxation aspects related to Insurance
- Underwriting
- Fire Insurance
- Marine Insurance
- Motor Insurance
- Engineering Insurance
- Miscellaneous Insurance
- Life insurance products and pricing fundamentals
- Group insurance
- Actuarial Valuation
- Enterprise Risk Management (ERM)

Readings:

- Vaughan, E.J., and Vaughan, P.M., *Fundamentals of Risk and Insurance*, Wiley, 2002.
- Trieschmann, J., *Risk Management and Insurance*, Southwestern College Publisher, 2000.
- Dinsdale, W.A., *Elements of Insurance*, Pitman, 1980.
- Bakerwelford, A.W., and Otter, W.W.B., *Law Relating to Fire Insurance*, Butterworth & Co. Ltd., London.
- Birds. J. and Owen, D., *Maggillivray on Insurance Law*, Sweet & Maxwell.
- Dinsdale, W.A., *Principles & Practice of Accident Insurance*, Buckley Press.
- Turner, H.S., *Principles of Marine Insurance*, Stone and Cox, 1980.
- Smith, T.R., *Fire Insurance Theory & Practice*, Stone & Cox.
- Bhir, B.S.S. and Limaye, M.D., *Insurance Principles and Practice*, Lakhani, 1982.
- Sharma, R.S., *Insurance Principles ad Practice*, Vora, 1984.
- Government of India, *Insurance Act 1937* as amended.

(The list of cases and specific references including recent articles will be announced in the class).

404: MUTUAL FUND AND PENSION FUNDS MANAGEMENT

Objective: The objective of this paper is to expose the participants to the issues involved in the Management of Mutual Funds and Pension Funds.

Course Outline:

- Financial Intermediation, Mutual Funds as Financial Intermediary
- Types of Mutual Funds
- Mutual Fund Industry: India and Abroad
- Organisation and Regulatory Framework of Mutual Funds in India
- Designing Mutual Funds Schemes
- Marketing of Mutual Funds
- Mutual Fund Portfolio Management
- Fund Services and Information Resources
- Money Market Mutual Funds
- Index Funds and Speciality Funds
- Mutual Fund Performance Evaluation
- Performance Rating of Mutual Funds
- Mutual Funds and Market Efficiency
- Social Security and Pension System in the World Economies
- Indian Pension System: Structure and Regulatory Framework
- Modeling Pension System
- Performance Evaluation of Pension Funds

Readings:

- Benz, C., *Diversify Your Mutual Fund Portfolio*, Johnwiley, Paperback, 2004.
- Lee, G., *Mutual Fund Industry Handbook*, Hardcover, 2005.
- Moller, T. and Steffensen, M., *Market-Valuation Methods in Life and Pension Insurance*, Cambridge, 2007.
- George, A. and Mackenzie, S., *Annuity Markets and Pension Reforms*, International Monetary Fund, Cambridge University Press, 2006.
- Seth, C. A. and Ahmed, P., *Mutual Funds*, Sprigner, 2005.
- Simonvits A., *Modeling Pension Systems*, Palgrave MacMillan, 2003.
- Vogle, J.C., *Commonsense on Mutual Funds*, Wiley, 2000.
- Aggawal, P.R., *Mutual Funds - A Comprehensive Approach*, Orient Law House, New Delhi, 1996.
- Sadhak, H., *Mutual Funds in India*, Response Books, New Delhi, 1997.
- Sahadevan, K.G. and Radu, M.T., *Mutual Funds*, Prentice Hall of India, New Delhi, 1997.
- Verma, J.C., *Guide to Mutual Fund and Investment Portfolio*, Bharat Law House, 1992.

(The list of cases and specific references including recent articles will be announced in the class.)

405: REAL ESTATE INVESTMENT MANAGEMENT

Objective: The objective of this course is to acquaint the participants with the working of real estate market in India. The course will focus upon the regulatory framework, valuation aspects and financing options.

Course Outline:

- Real Estate and Financial Assets
- Legal and Tax Framework
- Mortgage-backed Securitisation and its Structuring, Participation Certificates
- Investment Concepts, Preparation of Real Estate Reports
- Valuation of Real Estate, Valuation of Special Properties: Hotels, Property with Covenants, Commercial Property and House Property
- Real Estate Portfolio Management
- Real Estate Investment Trusts
- Corporate Real Estate: Space Audit, Business Process Re-engineering, Locational Audit
- Housing Finance: Institutional Framework, Housing Loan Securitisation

Readings:

- Sayce, S., *Real Estate Appraisal*, Blackwell Publishing, 2006.
- McMahan, J., *Cases in Commercial Real Estate Investing*, McMahan Real Estate Services, 2005.
- Haight, T.G. and Singer, D.D., *The Real Estate Investment Handbook*, Hardcover, 2005.
- Dixon, T.J., *Real Estate in New Economy*, Blackwell Publishing, 2005.
- Levine, M.L., *International Real Estate: A Comparative Approach*, Dearborn Real Estate Education, 2004.
- Kolbe, P.T., and Greer, G.E., *Real Estate Finance*, Dearborn Real Estate Education, 2003.
- Allen, M.T. and Floyd, C.F., *Real Estate Principles*, Dearborn Real Estate Education, 2002.
- Brown, R.K., *Real Estate Economics*, Houghton Mifflin.
- Barlow, R., *Land Resource Economics*, Prentice Hall.
- Harvey, J., *Economics of Real Property*, MacMillan.
- Rees, W.M., *Valuation Principles in Practice*, Estate Gazette.
- Madan, V.C., *Sale and Purchase of Properties*, Universal Book Traders.
- Hride, S. and Allen, R., *Handbook of Municipal Bonds*, Probus, 1994.

(The list of cases and specific references including recent articles will be announced in the class.)

406: COMMODITIES MARKET

Objectives: The objective is to provide an in-depth knowledge about the working of commodity spot and derivative markets and their trading strategies based on them.

Course Outline:

- Fundamental of Commodity Spot and Futures Markets: Instruments, Exchanges and Strategies
- Stochastic Modeling of Commodity Price Processes
- Plain-Vanilla Option Pricing and Hedging: From Stocks to Commodities
- Risk-neutral Valuation of Plain-vanilla Options
- Monte Carlo simulations and Analytical Formulae for Asian, Barrier and Quanto Options
- Agricultural Commodity Markets
- The Structure of Metal Markets and Metal prices
- The Oil Market as a World Market
- The Gas Market as the Energy Market of the Next Decades
- Spot and Forward Electricity Markets
- Commodity Swaptions, Swing Contracts and Real Options in the Energy Industry
- Coal, Emissions and Weather
- Commodities as a New Asset Class

Readings:

- Balarie, E., *Commodities for Every Portfolio*, Hardcover, 2007.
- Anson, M., *The Handbook of Alternative Assets* (Wiley Finance Series). John Wiley & Sons, Chichester, UK, 2002.
- Clemmons, L., Kaminski, V. and Hrgoveie, J., "Weather derivatives: Hedging Mother Nature". In: *Insurance and Weather Derivatives*, Lacima Publications, 1999.
- Clewlow, L., and Strickland, C., *Energy Derivatives*. Lacima Publications, 2000.
- Dishel, R., "A weather risk management choice: Hedging with degree-day derivatives". In: *Insurance and Weather Derivatives*, RISK Books, 1999.

(The list of cases and specific references including recent articles will be announced in the class.)

407: FIXED INCOME SECURITIES AND TREASURY MANAGEMENT

Objective:

1. Provide in-depth knowledge of fixed income securities market.
2. Giving an insight into the strategic role of a corporate treasury
Understanding the role, responsibilities, practices and procedures involved in the functioning of the corporate treasury
Developing knowledge and skills required for effective treasury management in the real world situation

Course Outline:

- Overview of fixed income securities, bond valuation models
- Yield curve and term structure analysis, no arbitrage principle and term structure
- Credit risk analysis
- Securitisation and structured financial products
- Fixed income derivatives
- Bond portfolio management strategies
- Scope of Treasury within a Corporate Organisation Structure, Establishing Treasury Policy and Procedures,
- Responsibility of a Corporate Treasurer; Cash and Liquidity Management, Funding and Investment, Foreign Exchange Management, Treasury Risk Management, Bank Relationship Management, Working Capital Management
- Structure and Organisation of Treasury, Cost versus Profit Centre, Centralised versus Decentralised,
- Functions of a Corporate Treasury, Cash and Liquidity Management, Funding: Short, Medium and Long Term
- Money Market: Structure, Instruments and Operations
- Foreign Exchange Market: Structure, Instruments and Operations
- Relationship between Foreign Exchange Market and Money Market
- Designing and Managing a Treasury Portfolio
- Corporate Treasurer and Working Capital Management, Managing Receivables and Payables . Trade Finance, Managing Banking Relationships
- Treasury Risk Management., Elements of Uncertainty, Sources of Risk, Types of Risks dealt by Treasurers , Implications and limitations of Risk Management.
- Internal Controls - Treasury Systems
- Management Reporting and Performance Evaluation

Readings:

- Sundaresan, S.M., *Fixed Income Markets and Their Derivatives*, International Thomsom Publishing.
- Fabozzi, F.J., *The Handbook of Mortgage backed securities*, Probus Publishers, 4th Edition, 1995.
- Fabozzi, F.J., *The Handbook of Fixed Income Securities*, 7th Edition, Tata McGraw Hill, 2005.
- Gopalakrishnan, B., *Risk Management by Indian Institute of Banking & Finance*, MacMillan, 2005.
- Bagchi, S.K., *Treasury Risk Management*, Jaico Book Pub. 2005.

- Vij, M. *Multinational Financial Management*. New Delhi: Excel, 2001.
- Walter, I., & Smith, R. *High Finance in the Euro-Zone*. New Jersey: Prentice Hall, 2000.
- Bhalla, V.K. *International Financial Management*, 3rd Ed. New Delhi: Anmol, 2002.
- Burton, M., & Ray, L. *The Financial System and the Economy*, 2nd Ed. New York: South-Western College Publishing, 2000.
- Avdhani, V.A., *Treasury Management in India*, Himalaya, 1997.
- Gardner D.C, *Introduction to Treasury Management*, Work Book 3, IIB Publication.
- Murphy, J., *Random Character of Interest Rates*, McGraw Hill, 1990.
- Ray, P., *Inflation, Interest Rate and Index-Linked Bonds*, Vikas Publishing Department of Economic Analysis and Policy, RBI, 1996.
- Pawley, M.A., *Financial Innovations and Economic Policy*. New York: Routledge, 1993.
- *Report on Currency and Finance*. Various Issues. Different Years.
- Scott P., *The Structured Note Market*, 1995.
- Shaprio, A.C. *Multinational Financial Management*, 4th Ed. New Jersey: Prentice Hall, 1999.
- Konti, V., and Hamani, R., *Bond Markets, Treasury and Debt Management*, Uhapman & Mall, 1994.

408: INFRASTRUCTURE FINANCE

Objective:

The objective of this course is to identify the sources of infrastructure financing and to examine the conditions that influence these financing decisions.

Course Outline:

- Infrastructure Finance Vs. Project Finance;
- Evolution of Private and Commercially Financed Infrastructure Projects in India;
- Structural Finance, Risk Participation Assistance, Types of Guarantees, Contemporary Products, Pricing of Issues.
- Outlook for Infrastructural Projects: Projects: Demand for Infrastructure in Future, Supply of Infrastructure Finance.
- Infrastructure Finance Business and Major Players, Product Types, Mezzanine Finance, Take-out Products, Tax Implications. Role of FIs and Banks. Process Flow Chart of Infrastructure Projects.
- Types of Projects (Built Operate Transfer, etc.).
- Concession on Agreements/License agreements, Key Contracts and Key Clauses, Financial Closure.
- Role of Independent Regulations.
- Risk Analysis, Infrastructure Project Appraisal. Advisory Services. Sectoral Outlook. Recent Deals.

Readings:

- Bamford, C.G., *Transport Economics*, Oxford: Heinemann, 1998.
- Dieter, H., and Jenkinson, T., (Eds.) *Competition in Regulated Industries*. Oxford: Oxford University Press, 1998.
- Gowda, M.V.S., and Subrahmanya, S., *Infrastructure Development for Economic Growth*. New Delhi: Deep & Deep, 1997.
- International Finance Corporation. *Financing Private Infrastructure: Lessons of Experience*. Washington: World Bank, 1996.
- Morris, S., *Indian Infrastructure Report*. Oxford: Oxford University Press, 2001.
- Raghuram, S., Jain, R., Sinha, S, Pangotra, P., and Morris, S., *Infrastructure Development and Financing*. New Delhi: Macmillan, 1999.

(The list of cases and specific references including recent articles will be announced in the class.)

409: TAX PLANNING AND MANAGEMENT

Objective: The course aims at familiarising the students with Indian tax laws pertaining to corporate enterprises and their implications for various aspects of corporate management.

Course Outline:

- Nature and Scope of Tax Management
- Corporate Taxation in India
- Dividend Tax
- Securities Transaction Tax
- Special Tax Provisions applicable to Companies in: Trade Free Zones, Infrastructure Sector, Backward Areas
- Concepts of Tax Planning, Tax Management, Tax Avoidance, Tax Evasion
- Tax Planning relating to: Setting up of new business, Financial Management decisions, Managerial Remuneration

Readings:

- Singhanian, V.K., *Direct Taxes: Law and Practice*, Taxmann Publications, Latest Edition.
- Singhanian, V.K., *Direct Taxes: Planning and Management*, Taxmann Publications, Latest Edition.
- Kanga, J.B., Palikawala, N.A. and Vyas, D., *The Law & Practice of Income Tax*, Lexis Nexis Butterworths Wadhwa.
- Income Tax Act, 1961.
- Income Tax Rules, 1962.
- Circulars issued by C.B.D.T.
- Income Tax Reports (I.T.R.).
- Ahuja, G.K. and Gupta, R., *Systematic Approach to Income Tax and Central Sales Tax*, Latest Edition, Bharat Law House.

(The list of cases and specific references including recent articles will be announced in the class.)

410: PROJECT PLANNING APPRAISAL & CONTROL

Objective: The objective of the course is to acquaint the students with various aspects involved in Project Management.

Course Outline:

- Project Identification, Planning and Selection
- Market, Technical, Commercial and Economic Feasibility
- Preparing Project Reports: Financial Projections, Estimating Costs
- Mathematical Programming Techniques and Project Management
- Project Financing
- Project Appraisal by Financial Institutions
- Project Analysis of Government Projects
- Project Time and Cost Over-runs
- Networking Techniques and Project Management
- Social Cost-Benefit Analysis

Readings:

- Well-Stamd, D., Lindenaar, F., Kinderen, S., and Bunt, B., *Project Risk Management*, Kogan Page, 2004.
- Bhalla, V.K., *Working Capital Management*, 5th Ed. New Delhi: Anmol. 2002.
- Ahuja, G.K. & Gupta, R., *Systematic Approach to Income Tax*. Allahabad: Bharat Law House, 1997.
- Bhalla, V.K., *Financial Management and Policy*, 3rd Ed. New Delhi: Anmol, 2002.
- Chandra, P., *Projects: Preparation, Appraisal, Budgeting and Implementation*, 4th Ed. New Delhi: Tata McGraw Hill, 1995.
- Chawla K., *Social Cost-Benefit Analysis - An Introduction to Financial and Economic Appraisal of Profit*, Mittal Publications.
- Gray, C., *Essentials of Project Management*, PBI, Latest Edition.
- Dhankar, R.S., *Financial Management of Public Sector Undertakings*. New Delhi: Westville, 1995.
- Gopalakrishnan, P., and Moorthy, V.E.R., *Textbook of Project Management*. New Delhi: Macmillan, 2000.
- Pahwa, H.P., *Project Reports and Appraisals*, Bharat Law House.
- Pahwa, H.P., *Project Financing*, Bharat Law House.
- Lock, D., *Project Management*, 7th Ed. Hampshire: Gower, 2000.
- Machiraju, *Project Finance*, Vikas, New Delhi, 1996.
- Chandra, P., *Project Preparation Appraisal & Implementation*, Tata McGraw Hill, 1996.
- Kannan, S., *Project Evaluation & Cost Overruns*, Bharat Law House.

(The list of cases and specific references including recent articles will be announced in the class.)

411: SERVICES MARKETING

Objective: The purpose of this course is to develop an understanding of the underlying concepts in the marketing of services and their application in the marketing of select services.

Course Outline:

- Understanding Service Products, Consumers & Markets: Introduction to Services Marketing, - Consumer Behavior in Service Encounter, - Positioning Services in Competitive Markets
- Key Elements of Services Markets: Creating the Service Product, Designing the Common Mix for Services, Pricing & Revenue Management, Distributing Services
- Managing the Service Delivery Process: Designing & Managing Service Process, Balancing DD & Capacity, Planning the Service Environment, Managing People for Service Advantage
- Implementing Services Marketing: Managing Relationships & Building Loyalty, Customer Feedback & Service Recovery, Improving Service Quality & Productivity, Organizing for Service Leadership
- Marketing of Select Services
- Prelude to the Seven P's of Marketing
- Integrated Services Marketing
- Globalization of Services
- Retailing of India & Around the World
- Strategies for Leaders, Challengers, Followers & niche Marketers
- Future of Services Marketing

Readings:

- Lovelock, C. and Wirtz., J., *Services Marketing - People, Technology, Strategy*, Pearson Education, 2006.
- Nargundkar, R., *Services Marketing Text and Cases*, Tata McGraw-Hill, 2004.
- Glymm, W.J. and Barnes, J.G., (Eds), *Understanding Services Management (Integrating Marketing, OB, Operations and HR Management)*, Prentice Hall of India, ed. 2006.
- Vedulla, V.R., *Marketing Services*, Jaico Publishing House, ed. 2005.
- Andrey, G., *Services Marketing & Management*, Response Books.

- Srinivasan, R., *Services Marketing - The Indian Context*, Prentice Hall of India.
- Zeithaml, Bitner & Jo, *Services Marketing: Integrating Customer Focus Across the Firm*, edition, McGraw-Hill, 2006.
- Apte G., *Services Marketing*, Oxford University Press.
- *Reforming Services in India: Drawing Lessons from Success*, World Bank, India, Sage Publications.

(The list of cases and specific references including recent articles will be announced in the class).

ORDINANCE

MASTER OF FINANCE AND CONTROL (MFC) PROGRAMME

1. There shall be a Post-Graduate Degree called Master of Finance & Control (MFC) in the Department of Financial Studies, University of Delhi South Campus, Faculty of Commerce and Business.

2. Eligibility Conditions

Graduate (under 10 + 2 + 3)/Post-graduate in any discipline, viz. Arts, Humanities, Commerce, Management, Social Sciences, Mathematical Sciences, Engineering; Technology, Agriculture, Law, Pharmacy and Medicine with 50% marks, from the University of Delhi or any other University recognised as equivalent thereto. Relaxation of 5% marks in eligibility will also be allowed to categories of SC/ST candidates.

3. Reservation

As per the reservation policy of the University, 15% seats are reserved for candidates belonging to the Scheduled Caste category; 7.5% seats are reserved for candidates belonging to Scheduled Tribe category; 27% seats are reserved for the Other Backward Classes category; 3% seats are reserved for Physically Challenged category and 5% of the seats are reserved for Children/Widows of the Officers and Men of the Armed Forces including Para Military personnel killed or disabled in action in wars 1947-48 onwards including Gallantry Award recipients, and if sufficient number of such candidates are not available to fill up these reserved seats, the seats so remain unfulfilled be made open to other candidates. It is mandatory for each candidate applying in 'physically challenged' category to appear before Medical Board of the University, with the necessary medical certificates on the date and time notified. Eligibility for consideration under this category shall be at the sole discretion of the Medical Board of University of Delhi and the decision of the Medical Board, in this regard, shall be final. Admissions for 'physically challenged category will be done as per the rules and modalities specified by University of Delhi in this regard. Four seats over and above the total seats in MFC shall be reserved for foreign students.

4. Selection Procedure

The selection of the candidates for admission to the MFC course would be made on the basis of their performance in Entrance Test that seeks to test the aptitude of the candidates for studies in financial analysis and management. The test components would be announced by the Department each year.

The shortlisted candidates at the test shall be called for group discussion/Ex-tempore/presentation and personal interview. The selection panel shall consist of, besides the faculty members of the Department, nominee(s) of AC, if any, subject experts and

industry professionals. In all cases, the decision of the Admission Committee shall be final.

Foreign Students studying in Indian Universities are required to appear in admission test. Foreign Students studying in Indian Universities are required to appear in admission test. In case of foreign students who are not required to appear for the test, preference will be given to those who furnish their latest GMAT and TOFEL scores. The Department shall review all applications from foreign students and its decision in this regard shall be final. All foreign students are required to obtain NOC from the Department of Education, Ministry of HRD, Government of India.

5. Age Requirement

The candidate should be minimum of 20 years on 1st October in the year in which admission is sought. (Relaxation of age limit up to a maximum period of one year on the basis of individual merit may be made by the Vice-Chancellor).

6. Course Structure

The Master of Finance & Control (MFC) course shall be in two parts i.e., Part I and II.

Part I

The schedule of Part I examination will be composed of two semesters, viz. Semester I and Semester II. The schedule of papers prescribed for Part I examination shall be as follows:

Semester I

- 101 Managerial Economics
- 102 Business & Corporate Laws
- 103 Financial Accounting
- 104 Business Statistics and Mathematics
- 105 Information Technology for Managers
- 106 Indian Financial System
- 107 Financial Management

Semester II

- 201 Macro Economic Analysis and Policy
- 202 Management Accounting
- 203 Financial Reporting and Analysis
- 204 Quantitative Techniques
- 205 MIS and e-Finance
- 206 Investment Analysis
- Interdisciplinary Course**
- 207 An Elective Outside the Department

Part II

MFC Part II course would be composed of two semesters i.e. Semester III and Semester IV. The schedule of papers prescribed for MFC Part II examination shall be as follows:

Semester III

- 301 Financial Services
- 302 International Finance
- 303 International Accounting
- 304 Portfolio Management
- 305 Strategic Financial Management
- 306 Financial Derivatives & Risk Management
- 307 Management of Bank Funds

Semester IV

- 401 Financial Econometrics and Equity Research
- 402 Project Study

Optionals (Any Two from 403-411)

- 403 Insurance Management
- 404 Mutual Fund and Pension Funds Management
- 405 Real Estate Investment Management
- 406 Commodities Market
- 407 Fixed Income Securities and Treasury Management
- 408 Infrastructure Finance
- 409 Tax Planning and Management
- 410 Project Planning, Appraisal & Control
- 411 Services Marketing
- 412 **Interdisciplinary Course**
An Elective Outside the Department

Each course shall involve a teaching of about 45 credit hours. The Department may offer non-credit courses in relevant areas as per requirements. Readings may be reviewed by the Department from time to time.

Interdisciplinary Course

The students will take two Interdisciplinary courses in Semester II and IV in association with the Department of Commerce, Department of Business Economics and Faculty of Management Studies and other relevant departments/faculties.

English shall be the medium of instructions and examinations. The system of evaluation shall be as follows:

- (i) Each paper shall carry 100 marks of which 30 marks shall be reserved for internal assessment based on class room participation, seminar, term papers, tests, viva-voce and attendance. The weightage given to each of these factors shall be decided and announced at the beginning of the semester.
- (ii) The remaining 70 marks in each paper shall be awarded on the basis of a written examination of three hours duration at the end of each semester.
- (iii) The scheme of evaluation for the project study shall be as follows:
 - (a) Project work shall begin from the third semester of Part II and shall be evaluated for 70 marks at the end of fourth semester.
 - (b) There shall be a viva-voce examination at the end of Part II and shall be evaluated on the basis of 30 marks.
- (iv) The minimum marks for passing the examination of each semester shall be 40% in each paper and 45% in the aggregate of the semester.
- (v) If a student fails or fails to appear in any of the papers in MFC 1st semester Part I of the University examination, he/she will be allowed to take examination in that paper/papers along with second semester examination of Part I.
- (vi) Admission to Part II MFC Course shall be open to those who have cleared successfully at least 12 papers out of the papers offered for the MFC I year course comprising I & II Semesters taken together. However, he/she would have to clear the remaining papers while studying in MFC Part II-second year.
- (vii) If a student fails or fails to appear in any of the papers in third semester of Part II of University Examination, he/she will be allowed to take the examination in the subjects along with examination in the subjects of fourth semester of Part II examination.
- (viii) If a student fails in any one of papers of the fourth semester other than Project Study, he/she can take the examination in the said paper alongwith the subsequent examinations of I/III Semester provided he/she has cleared all papers of earlier semesters.
- (ix) Successful candidates shall be awarded divisions as per University Rules.
- (x) The conditions of passing the course shall not be deemed to have been satisfied unless a student undergoes practical training under the supervision of the Department in approved organisation for at least two months.
- (xi) No candidate shall be considered to have pursued a regular course of study unless he is certified by the Department to have attended atleast three-fourths of the total number of lectures, tutorials, and seminars conducted in each semester

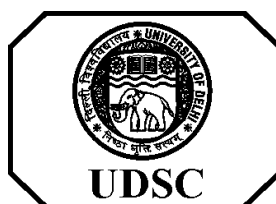
during the course of study. Provided that he fulfils other conditions, the Department may permit a student to proceed to the next semester who falls short of the required percentage of attendance by not more than 10% of sessions conducted during the whole of the first/third semester of the course but a student so permitted shall not be deemed to have completed a regular course of study in the next succeeding semester unless he makes up the shortage so condoned.

- (xii) (a) A candidate must qualify for the award of the Degree within four years of his/her first admission to the course.
 - (b) Candidates who fail or failed to appear at the MFC examination may be allowed to reappear at the examination on being enrolled as an ex-student as per rules of the University.
 - (c) Candidates who have already received the minimum pass marks in the Project Study Report at the University examination shall not be allowed to reappear in the examination.
 - (d) Submission of Project Study Report for evaluation in the current academic year will be allowed upto 31st March, failing which the Project Report will be accepted only in the subsequent year(s) between March 16-31.
 - (e) No revaluation of answerbooks is permitted according to the rules of the University applicable to professional courses.
- (xiii) In case of withdrawal from the Programme before the commencement of classes, fee will be refunded after deductions as per University Rules. No fee shall be refunded in case withdrawal from the Programme after the commencement of the classes.

International Partnerships and Students Exchange

The Department is developing international partnerships to strengthen knowledge and global perspective amongst its students. Under this arrangement, the MFC students may optionally undertake the fourth semester with any of the international partners. Similarly students from any of the international partner institutions can come to us for pursuing studies in any of the courses or a part thereof. The Department shall develop a system of evaluation and credit transfer for this purpose. The Department shall also evolve a system of converting the students' marks into grades and associated grade point averages to be in line with international standards.

**PROPOSED REVISED CURRICULUM FOR
MASTER OF FINANCE AND CONTROL (MFC)
PROGRAMME**



**DEPARTMENT OF FINANCIAL STUDIES
UNIVERSITY OF DELHI SOUTH CAMPUS**

JULY 2009

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207: INTERDISCIPLINARY COURSE

(An Elective Outside the Department)

GENERAL MANAGEMENT

Objective: The course aims at equipping the course participants with the tools and techniques to handle structural and behavioural problems in an organisational setting.

Course Outline:

- Nature of Management and Evolution of Management Thought
- Managing in a Global Environment
- Designing the Contemporary Organisations
- Managing Human Resources
- Individual and Organisational Objectives
- Group Dynamics
- Individual and Group Decision Making
- Motivation and Performance
- Leadership Styles and Processes
- Managing Communication
- Conflict and Negotiation
- Power and Political Behaviour
- Stress and Well-Being at Work
- Organisational Culture
- Organisational Change and Development
- Control and Effectiveness in Modern Complex Organisations

Readings:

- Fred Luthans, *Organizational Behaviour*, Seventh Edition, McGraw-Hill, N.Y., 1995.
- John W. Newstrom/Keith Davis, *Organizational Behavior: Human Behavior at Work*, Ninth Edition, Tata McGraw-Hill, New Delhi, 1995.
- Stephen P. Robbins, *Organizational Behavior*, Seventh Edition, Prentice Hall, N.J., 1996.
- Don Hellreigel, John W. Slocum, Jr., and Richard W. Woodman, *Organizational Behavior*, Eighth Edition, South Western College Publishing, Ohio, 1998.
- Richard M. Steers and J. Stewart Black, *Organizational Behavior*, Fifth Edition, Harper Collins College Publishers, N.Y., 1994.
- Debra L. Nelson and James Campbell Quick, *Organizational Behavior*, West Publishing Company St. Paul, 1994.
- Harold Koontz, Cyril O'Donnell, and Heinz Weihrich, *Essentials of Management*, Fourth Edition, McGraw-Hill, Singapore, 1986.
- R.A. Sharma, *Organizational Theory And Behaviour*, Fifteenth Reprint, Tata McGraw-Hill, New Delhi, 1997. (Revised version with the publisher for print.)

(Case analysis will be an integral part of the pedagogy. The list of cases and specific references including recent articles will be announced in the class.)