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| M.B.A.  **FINANCE MANAGEMENT** |
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| **SYLLABUS** |
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| **from the academic year**  **2023 - 2024** |
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| **TAMILNADU STATE COUNCIL FOR HIGHER EDUCATION, CHENNAI – 600 005** |

**M.B.A. – FINANCE MANAGEMENT**

**(FULL TIME)**

**Choice Based Credit System**

# Program Educational Outcomes;

# PEO 1 – Employability: To develop students with industry specific knowledge & skills to meet the industry requirements and also join Public sector undertaking through competitive examinations.

# PEO 2 - Entrepreneur: To create effective business service owners, with a growth mindset by enhancing their critical thinking, problem solving and decision-making skills.

# PEO3 – Research and Development: To instill and grow a mindset that focusses efforts towards inculcating and encouraging the students in the field research and development.

# PEO 4 – Contribution to Business World: To produce ethical and innovative business professionals to enhance growth of the business world.

# PEO 5 – Contribution to the Society: To work and contribute towards holistic development of society by producing competent MBA professionals.

# Program Outcomes:

**PO1: Problem Solving Skill:** Application of tools & techniques relevant to management theories and practices in analyzing & solving business problems.

**PO2: Decision Making Skill:** Fostering analytical and critical thinking abilities for data-based decision making.

**PO3: Ethical Value:** Ability to develop value based leadership attributes.

**PO4: Communication Skill:** Ability to understand, analyze and effectively communicate global, economic, legal and ethical aspects of business.

**PO5: Individual and Team Leadership Skill:** Ability to be self-motivated in leading & driving a team towards achievement of organizational goals and contributing effectively to establish industrial harmony.

**PO6: Employability Skill:** Foster and enhance employability skills through relevant industry subject knowledge.

**PO7: Entrepreneurial Skill:** Equipped with skills and competencies to become a global entrepreneur.

**PO8: Contribution to Society:** Strive towards becoming a global influencer and motivating future generation towards building a legacy that contributes to overall growth of humankind.

# PEO – PO MAPPING

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | PO 1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
| PEO 1 | Y | Y | Y | Y | Y | Y | Y | Y |
| PEO 2 | Y | Y | Y | Y | Y |  | Y | Y |
| PEO3 | Y | Y | Y | Y | Y | Y |  | y |
| PEO 4 | Y | Y | Y | Y | Y | Y | Y | Y |
| PEO 5 | Y | Y | Y | Y | Y | Y | Y | Y |

# Y - Yes

# FIRST SEMESTER

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | **Inst. Hours** | **Marks** | | |
| **CIA** | **External** | **Total** |
|  | Management Principles and Business Ethics | Core | 4 | - | - | - | 4 | 60 | 25 | 75 | 100 |
|  | Quantitative Techniques and Research Methods in Business | Core | 3 | 1 | - | - | 4 | 60 | 25 | 75 | 100 |
|  | Managing Organizational Behaviour | Core | 4 | - | - | - | 4 | 60 | 25 | 75 | 100 |
|  | Accounting for Managers | Core | 3 | 1 | - | - | 4 | 60 | 25 | 75 | 100 |
|  | Managerial Economics | Core | 4 | - | - | - | 4 | 60 | 25 | 75 | 100 |
|  | Legal Systems in Business | Core | 4 | - | - | - | 4 | 60 | 25 | 75 | 100 |
|  | Entrepreneurship Development | Extra Disciplinary | 3 | - | - | - | 3 | 45 | 25 | 75 | 100 |
|  | Soft Skills I – Executive Communication | Soft Skills | - | - | 2 | - | 2 | 30 | 25 | 75 | 100 |

# SECOND SEMESTER

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | **Inst. Hours** | **Marks** | | |
| **CIA** | **External** | **Total** |
|  | Applied Operations Research | Core | 3 | 1 | - | - | 4 | 60 | 25 | 75 | 100 |
|  | Human Resource Management | Core | 4 | - | - | - | 4 | 60 | 25 | 75 | 100 |
|  | Marketing Management | Core | 4 | - | - | - | 4 | 60 | 25 | 75 | 100 |
|  | Operations Management | Core | 3 | 1 | - | - | 4 | 60 | 25 | 75 | 100 |
|  | Financial Management | Core | 3 | 1 | - | - | 4 | 60 | 25 | 75 | 100 |
|  | Strategic Management | Core | 4 | - | - | - | 4 | 60 | 25 | 75 | 100 |
|  | International Business | Extra Disciplinary | 3 | - | - | - | 3 | 45 | 25 | 75 | 100 |
|  | Soft Skills II – Business Etiquette | Soft Skills | - | - | 2 | - | 2 | 30 | 25 | 75 | 100 |
|  | Soft Skills III – Computing Skills | Soft Skills | - | - | 2 | - | 2 | 30 | 25 | 75 | 100 |

# THIRD SEMESTER

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | **Inst. Hours** | **Marks** | | |
| **CIA** | **External** | **Total** |
|  | Information Systems for Business | Core | 4 | - | - | - | 4 | 60 | 25 | 75 | 100 |
|  | \*\*Choose any one from the list | Elective | 3 | - | - | - | 3 | 45 | 25 | 75 | 100 |
|  | \*\*Choose any one from the list | Elective | 3 | - | - | - | 3 | 45 | 25 | 75 | 100 |
|  | \*\*Choose any one from the list | Elective | 3 | - | - | - | 3 | 45 | 25 | 75 | 100 |
|  | \*\*Choose any one from the list | Elective | 3 | - | - | - | 3 | 45 | 25 | 75 | 100 |
|  | \*\*Choose any one from the list | Elective | 3 | - | - | - | 3 | 45 | 25 | 75 | 100 |
|  | \*\*Choose any one from the list | Elective | 3 | - | - | - | 3 | 45 | 25 | 75 | 100 |
|  | Employability skills | Extra Disciplinary | 3 | - | - | - | 3 | 45 | 25 | 75 | 100 |
|  | Soft Skills IV – Leadership and Team Building Skills | Soft Skills | - | - | 2 | - | 2 | 30 | 25 | 75 | 100 |
|  | \*\*\*Summer Internship | Internship | - | - | - | 1 | 3 | - | 100 | - | 100 |

**\*\* Students should choose six elective Course from the specialization list in consultation with the Head of the Institution.**

**For the categorization of specialization students can either opt for either single or dual specialization.**

**In case of students opting for single specialization, they should compulsorily choose 6 elective papers from one area specialization from the list given below:**

**In case of students opting for dual specialization. They should choose 3 elective papers from respective area of specialization.**

**\*\*\* Internship will be carried out during the summer vacation after the first year. Viva Voce will be conducted by the college and marks shall be sent to the University and the same will be included in the Third Semester Marks Statement.**

# FOURTH SEMESTER

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | **Inst. Hours** | **Marks** | | |
| **CIA** | **External** | **Total** |
|  | # Project Work & Viva- Voce | Core | - | - | - | Y | 12 | - | 75 | 225 | 300 |

**L-Lecture T-Tutorial P- Practical O-Project**

**# The Project Work will be evaluated jointly by TWO Examiners (i.e. one Internal and the other External) for a Maximum of 225 Marks (6 Credits).**

**# The Viva- Voce will be conducted with Two Examiners (i.e. one Internal and the other External) for a Maximum of 75 Marks (2 Credits).**

**Specialization Courses: Finance Management**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | **Inst. Hours** | **Marks** | | |
| **CIA** | **External** | **Total** |
| 1 | Corporate Finance | Elective | 3 | - | - | 1 | 3 | 3 | 25 | 75 | 100 |
| 2 | Security Analysis and Portfolio Management | Elective | 3 | - | - | 1 | 3 | 3 | 25 | 75 | 100 |
| 3 | Tax Management | Elective | 3 | - | - | 1 | 3 | 3 | 25 | 75 | 100 |
| 4 | Merchant Banking and Financial Services | Elective | 3 | - | - | 1 | 3 | 3 | 25 | 75 | 100 |
| 5 | Derivatives Management | Elective | 2 | - | 1 | - | 3 | 3 | 25 | 75 | 100 |
| 6 | Banking and Insurance | Elective | 2 | - | 1 | - | 3 | 3 | 25 | 75 | 100 |
| 7 | Behavioural Finance | Elective | 2 | - | 1 | - | 3 | 3 | 25 | 75 | 100 |
| 8 | Financial Modelling | Elective | 2 | - | 1 | - | 3 | 3 | 25 | 75 | 100 |
| 9 | Capital Markets and Financial Services | Elective | 2 | - | 1 | - | 3 | 3 | 25 | 75 | 100 |
| 10 | Financial Planning and Wealth Management | Elective | 2 | - | 1 | - | 3 | 3 | 25 | 75 | 100 |
| 11 | Fixed Income Securities | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |
| 12 | Fintech and Investment Analysis**@** | Elective | - | - | 3 | - | 3 | 3 | 40 | 60 | 100 |
| 13 | International Financial Management | Elective | 2 | - | 1 | - | 3 | 3 | 25 | 75 | 100 |
| 14 | Risk Management in Banks | Elective | 2 | - | 1 | - | 3 | 3 | 25 | 75 | 100 |

**@ This is a hands on Computer Laboratory Practical course.**

**# Choose any 6 elective papers from the above list in discussion with your HOD or Head.**

**SYLLABUS**

**SEMESTER I**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Management Principles and Business Ethics** | Core | 4 | - | - | - | 4 | | 60 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions. | | | | | | | | | | | | |
| C2 | To provide insights on Planning & Decision Making | | | | | | | | | | | | |
| C3 | To throw light on Organizing, Managing Change and Innovation | | | | | | | | | | | | |
| C4 | To elucidate on Leadership, Communication and Controlling. | | | | | | | | | | | | |
| C5 | To create awareness and importance of Business Ethics and Social Responsibility. | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | **Introduction:** Nature of Management – Concepts and Foundations of Management- Managerial Functions- Management Skills- The Evolution of Management Thought – Tasks of a Professional Manager –Organizational Culture - Environment– Systems Approach to Management – Levels in Management – Disaster Management | | | | | | | 12 | | | C1 | | |
| II | **Planning & Decision Making:** Steps in Planning Process – Scope and Limitations – Short Term and Long Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO). Strategic Management ProcessDecision Making Process and Techniques. Business Models | | | | | | | 12 | | | C2 | | |
| III | **Nature of Organizing:** Organization Structure and Design - Authority Relationships – Delegation of Authority and Decentralization – Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organizational design – Mechanistic vs. Adoptive Structures – Formal and Informal Organization. Span of control – Pros and Cons of Narrow and Wide Spans of Control – Optimum Span - Managing Change and Innovation. | | | | | | | 12 | | | C3 | | |
| IV | **Leadership and Control:** Leadership: Approaches to Leadership and Communication.  Control: Concept of Control – Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards – Measurements of Performance – Remedial Action - An Integrated Control system in an Organization – Management by Exception (MBE) – | | | | | | | 12 | | | C4 | | |
| V | **Business Ethics:** Importance of Business Ethics – Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit - Business Ethics and - CSR Models. | | | | | | | 12 | | | C5 | | |
|  | **Total** | | | | | | | **60** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Possess the knowledge on the basic concepts of management and understand how an organization functions. | | | | | | | PO4, PO6, PO8 | | | | | |
| **CO2** | Possess knowledge on planning & decision making. | | | | | | | PO1, PO2 | | | | | |
| **CO3** | Have insights on organizing, managing change and Innovation | | | | | | | PO5, PO6, PO7 | | | | | |
| **CO4** | Learn leadership, communication and controlling skills. | | | | | | | PO4, PO5 | | | | | |
| **CO5** | Have better understanding on business ethics and social responsibility. | | | | | | | PO3, PO8 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | https://deb.ugc.ac. In | | | | | | | | | | | | |
| 2. | http://wwww.managementconcepts. Com | | | | | | | | | | | | |
| 3. | International journal of Management Concepts and Philosophy | | | | | | | | | | | | |
| 4. | Journal of Management, Sage Publications | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Mukherjee, K., Principles of Management, 2nd Edition, Tata McGraw Hill Education Pvt. Ltd., 2009 | | | | | | | | | | | | |
| 2. | S. K. Mandal., Management Principles and practice, 3rd Edition, Jaico Publishing House, Jan.2011. | | | | | | | | | | | | |
| 3. | Griffin, R. W., Management, 11th Edition, South-Western College Publication, January 2018. | | | | | | | | | | | | |
| 4. | Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 11th Edition, Tata McGraw Hill Education Private Ltd., July 2020 | | | | | | | | | | | | |
| 5. | Certo, S C. and Certo, T, Modern Management, 13th Edition, Prentice Hall, January 2014. | | | | | | | | | | | | |
| 6. | Robbins, S and Coulter, M, 11th Edition, Management, Prentice Hall, 11th edition, January 2012 | | | | | | | | | | | | |
| 7. | Shaikh Ubaid, Disaster Management, Technical publications, 1st edition, 2020 | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | 2 |  | 2 |  | 2 |
| **CO 2** | 2 | 3 |  |  |  |  |  |  |
| **CO 3** |  |  |  |  | 2 | 2 | 2 |  |
| **CO 4** |  |  |  | 3 | 3 |  |  |  |
| **CO 5** |  |  | 3 |  |  |  |  | 3 |

**3-Strong 2-Medium 1-Low**

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Quantitative Techniques and Research Methods in Business** | Core | 3 | 1 | - | - | 4 | | 60 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To provide the students with an introduction to probability theory and discuss how probability calculations may facilitate their decision making. | | | | | | | | | | | | |
| C2 | To construct a coherent research proposal that includes an abstract, literature review, research questions, ethical considerations and methodology. | | | | | | | | | | | | |
| C3 | To understand the basic statistical tools for analysis & interpretation of qualitative and quantitative data. | | | | | | | | | | | | |
| C4 | To recognize the principles and characteristics of the multivariate data analysis techniques. | | | | | | | | | | | | |
| C5 | To become familiar with the process of drafting a report that poses a significant problem | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | **Introduction:** Probability - Rules of probability- Probability distribution; Binomial, Poisson and Normal Distributions, their applications in Business and Industrial Problem- Baye’s Theorem and its applications - Decision Making under risk and uncertainty; Maximax, Maximin, Regret Hurwitz and Laplace Criteria in Business and Decision Making - Decision tree. | | | | | | | 17 | | | C1 | | |
| II | **Research Methods:** Research - Definition - Research Process - Research Design – Definition- Types Of Research Design - Role of Theory in Research - Variables in Research – Objectives - Hypothesis -Types of Data; Preliminary Vs Secondary- Methods of Primary Data Collection; Survey, Observation, Experiments - Construction Of Questionnaire - Questionnaire Schedule- Validity and Reliability of Instruments - Types of Scales; Nominal, Ordinal, Interval - Types of Attitude Measurement Scales – Sampling Techniques; Probability And Non probability Techniques- Optimal Sample Size determination. | | | | | | | 10 | | | C2 | | |
| III | **Data Preparation and Analysis:** Data Preparation - Editing –Coding- Data Entry- Data Analysis- Testing Of Hypothesis Univariate and Bivariate Analysis -Parametric And Nonparametric Tests and Interpretation of Test Results- Chi-Square Test- Correlation; Karl Pearson’s Vs Correlation Coefficient and Spearman's Rank Correlation- Regression Analysis - One Way and Two Way Analysis of Variance. | | | | | | | 15 | | | C3 | | |
| IV | **Multivariate Statistical Analysis:** Exploratory and Confirmatory Factor Analysis -Discriminant Analysis- Cluster Analysis -Conjoint Analysis -Multiple Regression- Multidimensional Scaling- Their Application In Marketing Problems -Application of Statistical Software For Data Analysis- SEM Analysis | | | | | | | 09 | | | C4 | | |
| V | **Report Writing and Ethics in Business Research:** Research Reports- Different Types -Report Writing Format- Content of Report- Need For Executive Summary- Chapterization -Framing the Title of the Report- Different Styles Of Referencing -Academic Vs Business Research Reports - Ethics In Research. | | | | | | | 09 | | | C5 | | |
|  | **Total** | | | | | | | 60 | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Be able to develop problem-solving techniques needed to accurately calculate probabilities. | | | | | | | PO1, PO2, PO6, PO7 | | | | | |
| **CO2** | Be able to devise research methods, techniques and strategies in the appropriate manner for managerial decision making and conduct research for the industry. | | | | | | | PO4, PO6 | | | | | |
| **CO3** | Be able to apply and interpret the different types of quantitative and qualitative methods of data analysis. | | | | | | | PO4, PO6 | | | | | |
| **CO4** | Be able to use multivariate techniques appropriately, undertake multivariate hypothesis tests, and draw appropriate conclusions. | | | | | | | PO4, PO6 | | | | | |
| **CO5** | Be able to present orally their research or a summary of another’s research in an organized, coherent, and compelling fashion. | | | | | | | PO4, PO6 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | <https://www.dartmouth.edu/~chance/teaching_aids/books_articles/probability_book/amsbook.mac.pdf> | | | | | | | | | | | | |
| 2. | <https://study.com/academy/topic/probability.html> | | | | | | | | | | | | |
| 3. | <https://onlinecourses.nptel.ac.in/noc18_ma07/preview> | | | | | | | | | | | | |
| 4. | <https://hbr.org/1964/07/decision-trees-for-decision-making> | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Kumar, R., Research Methodology: A Step-by-Step guide for Beginners, Sage, South Asia, 4th Edition, 2014. | | | | | | | | | | | | |
| 2. | Srivastava, T.N. and Rego, S., Statistics for Management, 2nd Edition, Tata McGraw Hill, 3rd Edition, 2016. | | | | | | | | | | | | |
| 3. | Cooper, D.R., Schindler, P. And Business Research Methods, Tata- McGrew Hill,12th Edition, 2012. | | | | | | | | | | | | |
| 4. | Cooper, D.R., Schindler, P. and Sharma, J.K., Business Research Methods,11th Edition, Tata-McGraw Hill, 12 th Edition, 2018. | | | | | | | | | | | | |
| 5. | Johnson, R.A., and Wichern, D.W., Applied Multivariate Statistical Analysis, PHI Learning Pvt. Ltd., 6 th Edition, 2012. | | | | | | | | | | | | |
| 6. | Anderson, Sweeny, Williams, Camm and Cochran, Statistics for business and Economics, Cengage Learning, New Delhi, 13th Edition, 2017 | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** | 3 | 3 |  |  |  | 3 | 3 |  |
| **CO 2** |  |  |  | 3 |  | 3 |  |  |
| **CO 3** |  |  |  | 2 |  | 2 |  |  |
| **CO 4** |  |  |  | 2 |  | 2 |  |  |
| **CO 5** |  |  |  | 2 |  | 3 |  |  |

**3-Strong 2-Medium 1-Low**

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Managing Organizational Behaviour** | Core | 4 | - | - | - | 4 | | 60 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To familiarize the students to the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization. | | | | | | | | | | | | |
| C2 | To provide insights on Individual Differences, perception, learning, Attitudes values and motivation | | | | | | | | | | | | |
| C3 | To throw light on Group Dynamics and Interpersonal Communication | | | | | | | | | | | | |
| C4 | To elucidate on Leadership, Politics, Conflicts and Negotiation. | | | | | | | | | | | | |
| C5 | To create awareness and importance of work stress and Emotional Intelligence and its influence on employees in an organization. | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | **Introduction to Organizational Behaviour:** Historical background of OB - Concept Relevance of OB – Contributing disciplines - to the field of OB, challenges and opportunities for OB, foundations of Individual Behaviour. Theory – social theory- Organizational Citizenship Behaviour | | | | | | | 12 | | | C1 | | |
| II | **Individual Difference -** Personality – concept and determinants of personality – theories of personality – type of theories – trait theory – psycho analytic theory - social learning theory – Erikson’s stages of Personality Development Chris Argyris Immaturity to Maturity Continuum. Personality – Job fit.  **Perception:** Meaning Process – Factors influencing perception – Attribution theory  **Learning:** Classical, Operant and Social Cognitive Approaches – Managerial implications**.**  **Attitudes and Values**:– Components, Attitude – Behaviour relationship, formation, values.  **Motivation**: Early Theories of Motivation – Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland’s theory of needs and Contemporary theories of motivation – Self – Determination theory, Job Engagement, Goal Setting theory, Self– efficacy theory, Re – inforcement theory, Equity theory, Expectancy theory. | | | | | | | 12 | | | C2 | | |
| III | **Group Dynamics –** Foundations of Group Behaviour – Group and Team - Stages of Group Development–Factors affecting Group and Team Performance - Group Decision making  **Interpersonal Communication –** Communication Process – Barriers to Communication– Guidelines for Effective Communication | | | | | | | 12 | | | C3 | | |
| IV | **Leadership –** Trait, Behavioural and Contingency theories, Leaders vs Managers Power and  **Politics:** Sources of Power – Political Behaviour in Organizations – Managing Politics.  **Conflict and Negotiation:** Sources and Types of Conflict –Negotiation Strategies– Negotiation Process. | | | | | | | 12 | | | C4 | | |
| V | **Work Stress:** Stressors in the Workplace – Individual Differences on Experiencing Stress - Managing Workplace Stress. Organizational Culture and Climate: Concept and Importance – Creating and Sustaining Culture.  **Emotional Intelligence,** Work Life Integration Practices.  Knowledge based enterprise- systems and Processes; Networked and virtual organizations. | | | | | | | 12 | | | C5 | | |
|  | **Total** | | | | | | | **60** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Possess the knowledge on the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization | | | | | | | PO4 | | | | | |
| **CO2** | Possess knowledge on Individual Differences, perception, learning, Attitudes values and motivation | | | | | | | PO3, PO6 | | | | | |
| **CO3** | Have insights on Group Dynamics and Interpersonal Communication | | | | | | | PO2, PO4, PO5 | | | | | |
| **CO4** | Learn Leadership, Politics, Conflicts and Negotiation. | | | | | | | PO5 | | | | | |
| **CO5** | Have better understanding on work stress and Emotional Intelligence and its influence on employees in an organization. | | | | | | | PO6, PO8 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | [www.himpub.com](http://www.himpub.com) | | | | | | | | | | | | |
| 2. | <https://iedunote.com.organisational-behaviour> | | | | | | | | | | | | |
| 3. | [www.yourarticlelibrary.com/organisation/](http://www.yourarticlelibrary.com/organisation/) | | | | | | | | | | | | |
| 4. | Journal of Organizational Behaviour – wiley Online Library | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Prasad .L.M., Organisational Behaviour ,Sultan Chand and Sons, 2019 | | | | | | | | | | | | |
| 2. | C.B.Guptha, A Textbook Of Organisational Behaviours ,S.Chand & Company,2019 | | | | | | | | | | | | |
| 3. | K. Aswattappa, Organisational Behaviour, Himalaya Publishing House, 12th Edition, 2016. | | | | | | | | | | | | |
| 4. | Luthans, F. Organizational Behaviour, 12th Edition, Tata McGraw Hill Education, 2017. | | | | | | | | | | | | |
| 5. | McShane, S.L., Von Glinow, M.A., and Sharma, R.R., Organizational Behaviour, 5th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011. | | | | | | | | | | | | |
| 6. | Stephen P. Robins, Timothy A. Judge and Neharika Vohra, Essentials of Organisational Behaviour, 18th Edition, Pearson Education, 2019. | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | 2 |  |  |  |  |
| **CO 2** |  |  | 3 |  |  | 3 |  |  |
| **CO 3** |  | 3 |  | 3 | 3 |  |  |  |
| **CO 4** |  |  |  |  | 3 |  |  |  |
| **CO 5** |  |  |  |  |  | 3 |  | 2 |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Accounting For Managers** | Core | 3 | 1 | - | - | 4 | | 60 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To acquaint the students with the fundamentals of principles of financial, cost and management accounting | | | | | | | | | | | | |
| C2 | To enable the students to prepare, analyses and interpret financial statements | | | | | | | | | | | | |
| C3 | To acquaint the students with the tools and techniques of financial analysis | | | | | | | | | | | | |
| C4 | To enable the students to take decisions using management accounting tools. | | | | | | | | | | | | |
| C5 | To enable the students to prepare the reports with the accounting tools and facilitate managerial decision making. | | | | | | | | | | | | |
|  | **SYLLABUS** | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | Financial Accounting – Meaning - Objectives - functions. Branches of Accounting: Financial, Cost and Management Accounting - Accounting Concepts and conventions. Journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems); International Accounting Standards - IFRS | | | | | | | 12 | | | C1 | | |
| II | Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Common Size and Comparative Financial Statements, Trend analysis, Ratio Analysis.  Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement – problem. | | | | | | | 12 | | | C2 | | |
| III | Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision- Problems. | | | | | | | 12 | | | C3 | | |
| IV | Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems - Zero Base Budgeting. | | | | | | | 12 | | | C4 | | |
| V | Cost Accounting : meaning – Objectives - Elements of Cost – Cost Sheet(Problems) – classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing. Standard costing and variance analysis Reporting to Management – Uses of Accounting information in Managerial decision-making. Reporting-Accounting Standards and Accounting Disclosure practices in India; Exposure to Practical Knowledge of using Accounting software- Open Source. | | | | | | | 12 | | | C5 | | |
|  | **Total** | | | | | | | **60** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Be able to understand the fundamentals of principles of financial, cost and management accounting | | | | | | | PO6 | | | | | |
| **CO2** | Be able to prepare, analyze and interpret financial statements | | | | | | | PO1, PO2, PO4, PO6, PO7 | | | | | |
| **CO3** | Be able to use the tools and techniques of financial analysis. | | | | | | | PO1, PO2, PO3, PO6, PO7 | | | | | |
| **CO4** | Be able to take decisions using management accounting tools. | | | | | | | PO1, PO2, PO6, PO7 | | | | | |
| **CO5** | Be able to prepare the reports with the accounting tools and facilitate and take managerial decisions. | | | | | | | PO2, PO3, PO4, PO6, PO7, PO8 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | [http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/ accounting%20 for%20 managers.pdf](http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/%20accounting%20%20for%20%20managers.pdf) | | | | | | | | | | | | |
| 2. | <http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09_chapter%201.pdf> | | | | | | | | | | | | |
| 3. | <http://educ.jmu.edu/~drakepp/principles/module6/capbudtech.pdf> | | | | | | | | | | | | |
| 4. | [https://www.researchgate.net/publication/313477460\_concept\_of\_working\_capital\_management](https://www.researchgate.net/publication/313477460_CONCEPT_OF_WORKING_CAPITAL_MANAGEMENT) | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Gupta, A., Financial Accounting for Management: An Analytical Perspective, 5th Edition, Pearson, 2016. | | | | | | | | | | | | |
| 2. | Khan, M.Y. and Jain, P.K., Management Accounting: Text, Problems and Cases, 8thEdition, Tata McGraw Hill Education Pvt. Ltd., 2021. | | | | | | | | | | | | |
| 3. | Nalayiram Subramanian, Contemporary Financial Accounting and reporting for Management – a holistic perspective- Edn. 1, 2014 published by S. N. Corporate Management Consultants Private Limited | | | | | | | | | | | | |
| 4. | Horngren, C.T.,Sundem, G.L., Stratton, W.O., Burgstahler, D. and Schatzberg, J., 16th Edition, Pearson, 2013 | | | | | | | | | | | | |
| 5. | Noreen, E., Brewer, P. and Garrison, R., Managerial Accounting for Managers, 13th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009. | | | | | | | | | | | | |
| 6. | Rustagi,R. P., Management Accounting, 2nd Edition, Taxmann Allied Services Pvt. Ltd, 2011 | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  |  |  | 2 |  | 2 |
| **CO 2** | 3 | 3 |  | 3 |  | 3 | 2 |  |
| **CO 3** | 3 | 3 | 3 |  |  | 3 | 2 |  |
| **CO 4** | 3 | 3 |  |  |  | 3 | 3 |  |
| **CO 5** |  | 3 | 3 | 3 |  | 3 | 2 | 2 |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Managerial Economics** | Core | 4 | - | - | - | 4 | | 60 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To familiarize the students about managerial economics and to know the fundamental concepts affecting business decisions. | | | | | | | | | | | | |
| C2 | To understand the concept of utility and demand analysis and demand forecasting | | | | | | | | | | | | |
| C3 | To know about production function and market structure | | | | | | | | | | | | |
| C4 | To have an idea and understanding about Macroeconomics like National Income, savings and investment, Indian economic policy and Planning. | | | | | | | | | | | | |
| C5 | To Provide insights on Money Market, Inflation and Deflation, Monetary and Fiscal policies, FDI and cashless economy. | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | Introduction: Definition of Managerial Economics. Decision Making and the Fundamental Concepts Affecting Business Decisions – the Incremental Concept, Marginalism, Equi-marginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle- Micro and Macro Economics. | | | | | | | 12 | | | C1 | | |
| II | Utility Analysis and the Demand Curve: Elasticity of Demand - Demand Analysis: Basic Concepts, and tools of analysis for demand forecasting. Use of Business Indicators: Demand forecasting for consumer, Consumer Durable and Capital Goods. Input-Output Analysis – Consumer Behavior-Consumer Equilibrium | | | | | | | 12 | | | C2 | | |
| III | The Production Function: Production with One Variable Input – Law of Variable Proportions – Production with Two Variable Inputs – Production Isoquants – Isocost Lines Estimating Production Functions- Returns to Scale– Economies Vs Diseconomies of Scale – Cost Concepts – Analysis of cost – Short and long run costs.  Market Structure: Perfect and Imperfect Competition – Monopoly, Duopoly, Monopolistic Competition – Pricing Methods. | | | | | | | 12 | | | C3 | | |
| IV | Macro Economic Variables – National Income- Concepts – Gross Domestic Product, Gross National Product, Net National Product – Measurement of National Income, Savings, Investment - Business Cycles and Contracyclical Policies – Role of Economic Policy – Indian Economic Planning | | | | | | | 12 | | | C4 | | |
| V | Commodity and Money Market: Demand and Supply of Money – Money Market Equilibrium – Monetary Policy – Inflation – Deflation – Stagflation-Role of Fiscal Policies- Indian Fiscal Policies - Government Policy towards Foreign Capital and Foreign Collaborations – Globalization and its Impact. Cashless economy and digitalized cash transfers; Economic models and its steps; FEMA-GST-Industrial Policy in India and its effects on growth. | | | | | | | 12 | | | C5 | | |
|  | **Total** | | | | | | | **60** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Be able to understand the basic concepts of managerial economics that helps the firm in decision making process. | | | | | | | PO2, PO4 | | | | | |
| **CO2** | Be familiar about the Basic concepts of Demand, Supply and Equilibrium and their determinants | | | | | | | PO4, PO6, PO7 | | | | | |
| **CO3** | Have better idea and understanding about production function and market structure | | | | | | | PO6, PO7 | | | | | |
| **CO4** | Have better insights about macroeconomics concepts like National income, Savings and Investment, Indian Economic Policy and planning | | | | | | | PO8 | | | | | |
| **CO5** | Possess better knowledge about Money market, Monetary and Fiscal policy, inflation and deflation, FDI and globalization and Cashless economy and digitalized cash transfers. | | | | | | | PO7 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | <http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-todays-decision-makers6e-6/9788131733530> | | | | | | | | | | | | |
| 2. | [http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial economics/?courseid=4207](http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial%20economics/?course_id=4207) | | | | | | | | | | | | |
| 3. | <https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics-76225857> | | | | | | | | | | | | |
| 4. | The Indian Economic Journal - SAGE Journals | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | 1. Damodaran, S., Managerial Economics, 2nd Edition, Oxford University Press, 2011. | | | | | | | | | | | | |
| 2. | Dwivedi, D.N., Managerial Economics, Vikas Publishing House, 2011. | | | | | | | | | | | | |
| 3. | R. L. Varshney , K.L. Maheshwari., Managerial Economics, Sultan Chand & Sons, 2014. | | | | | | | | | | | | |
| 4. | William F. Samuelson, Stephen G. Marks, Jay L., Zagorsky., Managerial Economics, Wiley Publishers, 9th Edition (2021) | | | | | | | | | | | | |
| 5. | H. L. Ahuja., Managerial Economics., Atlantic Publishers and distributors(P) Ltd., 2017. | | | | | | | | | | | | |
| 6. | Dominick Salvatore, Managerial Economics: Principles and worldwide applications, 9E Adaptation, Oxford university press, 9th Edition, 2020. | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  | 2 |  | 3 |  |  |  |  |
| **CO 2** |  |  |  | 3 |  | 2 | 2 |  |
| **CO 3** |  |  |  |  |  | 3 | 3 |  |
| **CO 4** |  |  |  |  |  |  |  | 2 |
| **CO 5** |  |  |  |  |  |  | 2 |  |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Legal Systems in Business** | Core | 4 | - | - | - | 4 | | 60 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To create knowledge and understanding on law of contracts | | | | | | | | | | | | |
| C2 | To describe about sale of goods and Negotiable instrument act | | | | | | | | | | | | |
| C3 | To have an overall understanding about partnership act and company law. | | | | | | | | | | | | |
| C4 | To familiarize various labor laws for effective administration of Human Resource of an organization. | | | | | | | | | | | | |
| C5 | To provide insights and awareness about consumer protection act, Cyber-crimes, Intellectual property Rights. | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | **The Law of Contracts:** Definition of Contact Offer and Acceptance – Essential Elements of a Valid Contract: Free Consent – Competency of Parties – Lawful Consideration – Legality of Object. Void, Voidable, Unenforceable and Illegal Contracts – Performance of Contracts – Privity of Contracts – Assignment of Contracts – By Whom Contract must be Performed – Time and Place of Performance – Performance of Reciprocal Promises – Contracts which need not be performed, Discharge of Contracts : By Performance, By Agreement, By Impossibility, By Lapse of Time, By Operation of Law and By Breach of Contracts – Remedies for Breach of Contracts. | | | | | | | 12 | | | C1 | | |
| II | **Sale of Goods Act:** Definition of a Sale and a Contract of Sale – Difference between (1) Sale and an Agreement to Sell (2) Sale and a Contract Form (3) Sale and Bailment (4) Sale and Mortgage of Goods (5) Sale and Time Purchase Conditions and Warranties – Passing of Property of Goods – Rights of an Unpaid Seller.  **Negotiable Instruments Act:** Negotiable Instruments in General: Cheques, Bills of Exchange and Promissory Notes – Definition and Characteristics | | | | | | | 12 | | | C2 | | |
| III | **Partnership Act:** Evolution – Definition of Partnership – Difference between Partnership and Joint Family Business – Kinds of Partnerships – Registration – Rights and Liabilities of Partners – Dissolution.  **Company Law:** Evolution of Company Form of Organisation – Companies Separate Legal Entity – Comparison of Company with Partnership and Joint Hindu Family Business – Kinds of Companies – Comparison of Private and Public Companies – Formation of Companies – General Idea About Memorandum and Articles of Association, Prospectus, Statement in lieu of Prospectus – Management of Companies – General Idea of Management of Companies – Officers, Meetings – Resolutions – Account and Audit – Winding up of Companies – General Idea of the Different Modes of Winding Up. | | | | | | | 12 | | | C3 | | |
| IV | **Labour Law:** Factories Act, Minimum Wages Act, Industrial Disputes Act, Employees Compensation Act, Payment of Bonus Act 1965. Payment of Gratuity Act 1972. ESI Act, Employees Provident Fund and Miscellaneous Provisions Act 1952, Maternity Benefits Act, Child labour Abolition & Regulation Act,1986- Inter-state Migrant Workmen (Regulation of Employment & Conditions of services) Act 1979- Bonded Labour system (Abolition)Act 1976- Sexual Harassment of women at Workplace (Prevention, Prohibition & Redressal) Act 2013- Contract Labour (Regulation and Abolition) Act- Four Labour Codes and Rules-RTI Act 2005. | | | | | | | 12 | | | C4 | | |
| V | Consumer Protection Act, Competition Act 2002, Cyber Crimes, IT Act 2008 – Intellectual Property Rights: Types of Intellectual Property – Trademarks Act 1999 – The Copyright Act 1957 – International Copyright Order, 1999 – Design Act, 2000; UNICITRAL – United Nations Commission on International Trade Law. | | | | | | | 12 | | | C5 | | |
|  | **Total** | | | | | | | **60** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Have knowledge on understandings on law of contract. | | | | | | | PO4, PO6, PO7 | | | | | |
| **CO2** | Know the sale of Goods & Negotiable instrument act. | | | | | | | PO6 | | | | | |
| **CO3** | Have understandings on partnership and company law | | | | | | | PO6, PO7 | | | | | |
| **CO4** | Have familiarize with various labour laws. | | | | | | | PO5, PO6, PO7 | | | | | |
| **CO5** | Possess insights & awareness about consumer protection Act Cyber Crimes, Intellectual Property Rights. | | | | | | | PO8 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | <http://www.legalserviceindia.com/article/> | | | | | | | | | | | | |
| 2. | [http://www.freebookcentre.net/Law/Law-Books.html 2](http://www.freebookcentre.net/Law/Law-Books.html%202) | | | | | | | | | | | | |
| 3. | <https://www.mooc-list.com/course/business-law-wma> | | | | | | | | | | | | |
| 4. | <https://ilj.law.indiana.edu/> | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Kapoor ND., Legal Systems in Business, Edition 2 (2021), Sultan Chand & Sons. | | | | | | | | | | | | |
| 2. | Rao, P.M., Mercantile Law, PHI Learning, 2011. | | | | | | | | | | | | |
| 3. | Majumdar, A. K. and Kapoor, G.K., Company Law, 15th Edition, Taxmann Publications Pvt. Ltd., 2012. | | | | | | | | | | | | |
| 4. | Majumdar, A. K. and Kapoor, G.K., Company Law and Practice, 17th Edition, Taxmann Publications Pvt. Ltd., 2012. | | | | | | | | | | | | |
| 5. | Intellectual Property Laws, Universal Law Publishing, 2012. | | | | | | | | | | | | |
| 6. | Daniel Albuquerque , Legal systems in Business, Oxford University Press India, 2nd Edition, 2015. | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | 2 |  | 2 | 2 |  |
| **CO 2** |  |  |  |  |  | 2 |  |  |
| **CO 3** |  |  |  |  |  | 2 | 2 |  |
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**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Entrepreneurship Development** | Extra Disciplinary | 3 | - | - | - | 3 | | 45 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To introduce students to entrepreneurship and its growth in India. | | | | | | | | | | | | |
| C2 | To impart knowledge on innovation, its types, role of technology in innovation, patents and licensing. | | | | | | | | | | | | |
| C3 | To orient the students on new venture creation | | | | | | | | | | | | |
| C4 | To enable students to prepare a feasible business plan | | | | | | | | | | | | |
| C5 | To give inputs on various types of financing available for new ventures. | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | Introduction: The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India; MSME; Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur. | | | | | | | 9 | | | C1 | | |
| II | Innovation in Business: Types of Innovation – Creating and Identifying Opportunities for Innovation – Design Thinking- The Technological Innovation Process – Creating New Technological Innovation and Intrapreneurship – Licensing – Patent Rights – Innovation in Indian Firms | | | | | | | 9 | | | C2 | | |
| III | New Venture Creation: Identifying Opportunities for New Venture Creation: Environment Scanning – Generation of New Ideas for Products and Services. Creating, Shaping, Recognition, Seizing and Screening of Opportunities. Feasibility Analysis: Technical Feasibility of Products and Services – Marketing Feasibility: Marketing Methods – Pricing Policy and Distribution Channels | | | | | | | 9 | | | C3 | | |
| IV | Business Plan Preparation: Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Format and Presentation; Start-ups and e-commerce Start-ups. Business Model Canvas | | | | | | | 9 | | | C4 | | |
| V | Financing the New Venture: Capital structure and working capital Management: Financial appraisal of new project, Role of Banks – Credit appraisal by banks. Institutional Finance to Small Industries – Incentives – Institutional Arrangement and Encouragement of Entrepreneurship. | | | | | | | 9 | | | C5 | | |
|  | **Total** | | | | | | | **45** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Be able to know about growth of entrepreneurship in India | | | | | | | PO4, PO7 | | | | | |
| **CO2** | Gain knowledge on innovation, its types, role of technology in innovation, patents and licensing | | | | | | | PO7, PO8 | | | | | |
| **CO3** | Obtain knowledge on new venture creation | | | | | | | PO6, PO7 | | | | | |
| **CO4** | Be able to prepare a business plan | | | | | | | PO7, PO8 | | | | | |
| **CO5** | Gian knowledge on various types of financing available for new ventures. | | | | | | | PO7, PO8 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | <http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf> | | | | | | | | | | | | |
| 2. | https://[www.cengage.com/highered](http://www.cengage.com/highered) | | | | | | | | | | | | |
| 3. | <https://roadmapresearch.com/entrepreneurship-beyond-curriculum> | | | | | | | | | | | | |
| 4. | The International Journal of Entrepreneurship and Innovation | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2010. | | | | | | | | | | | | |
| 2. | Roy, R., Entrepreneurship, 2nd Edition, Oxford University Press, 2011. | | | | | | | | | | | | |
| 3. | Barringer, B., Entrepreneurship: Successfully Launching New Ventures,  3rd Edition, Pearson, 2011. | | | | | | | | | | | | |
| 4. | Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2nd Edition, John  Wiley &amp; Sons, 2011. | | | | | | | | | | | | |
| 5. | Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing  House, 2011. | | | | | | | | | | | | |
| 6. | Entrepreneurship: Successfully Launching New Ventures, Global Edition, 6th  Edition Bruce R. Barringer, Texas A & amp; M University, R. Duane Ireland,  ©2018 |Pearson | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | 3 |  |  | 3 |  |
| **CO 2** |  |  |  |  |  |  | 3 | 2 |
| **CO 3** |  |  |  |  |  | 2 | 3 |  |
| **CO 4** |  |  |  |  |  |  | 3 | 2 |
| **CO 5** |  |  |  |  |  |  | 3 | 3 |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Soft Skills I – Executive Communication** | Soft Skills | - | - | 2 | - | 2 | | 30 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To acquire communication awareness they are going to get for the industry. | | | | | | | | | | | | |
| C2 | To make the customer realize that you can provide them with information and other essential things | | | | | | | | | | | | |
| C3 | To explore the skill of writing business proposals | | | | | | | | | | | | |
| C4 | To **develop a** plan for the meetings and interviews | | | | | | | | | | | | |
| C5 | To analyze the skills required for non-verbal communication | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | **UNIT 1- Communication:** Meaning and Significance of Communication for Management- Types of Communication Factors Affecting Effectiveness of Communication- Barriers to Communication- Principles of Effective Communication Dyadic Communication- Face-to-face Communication. Other Modes of Communication. | | | | | | | 6 | | | C1 | | |
| II | **UNIT 11- Business Correspondence:** Planning Business Messages: Analyzing the Task, Anticipating the Audience. Adapting the Message Organizing and Writing Business Messages: Patterns of organization, Use of Tools such as Mind Maps, Composing the Message- Norms for Business Letters Letters for Different Kinds of Situation: Personalized Standard Letters, Enquiries, Inviting Quotations, Sending Quotations, Placing Orders, Inviting tenders, Claim letters, Customers Complaints, Collection Letters, Sales Promotion Letters- Revising Business Messages: Revising for Clarity. Conciseness and Readability, Proof reading and Evaluating- Letters of application and resume. | | | | | | | 6 | | | C2 | | |
| III | **UNIT III- Business Reports and Proposals:** Structure of Reports- Long and Short Reports: Formal and Informal Reports- Writing Research Reports- Technical Reports- Norms for Including Exhibits and Appendices- Writing Business Proposals. | | | | | | | 6 | | | C3 | | |
| IV | **UNIT IV- Conducting Meetings and Interviews:** Procedure for Conducting Meetings- Preparing Agenda, Minutes and Resolutions- Conducting Seminars and Conferences- Procedure of Regulating Speech- Evaluating Oral Presentations Drafting Speech- Participating in Debates and Group Discussions- Presentation Skills- Fluency Development Strategies- Attending and Conducting Interviews- Listening. | | | | | | | 6 | | | C4 | | |
| V | **UNIT V- Non-verbal Communication:** Personal Appearance- Posture- Body Language- Reading Nonverbal Messages- Use of Charts. Diagrams and Tables- Visual and Audio-visual Aids for Communication. | | | | | | | 6 | | | C5 | | |
|  | **Total** | | | | | | | **30** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Understanding of theories and concepts, types and various modes of communication in organizations | | | | | | | PO4, PO6 | | | | | |
| **CO2** | Development of skills on developing Business Correspondence | | | | | | | PO4, PO6 | | | | | |
| **CO3** | Development of skills onpreparing Business Reports and Proposals | | | | | | | PO4, PO6 | | | | | |
| **CO4** | To draft effective business correspondence with brevity, and clarity in designing and developing clean and lucid organizing skills. | | | | | | | PO4, PO6 | | | | | |
| **CO5** | To demonstrate his/her verbal and non-verbal communication ability through presentations. | | | | | | | PO4, PO6 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | <https://www.skillsyouneed.com/ips/communication-skills.html> | | | | | | | | | | | | |
| 2. | <https://mtbt.fpg.unc.edu/more-baby-talk/10-ways-promote-language-and-communication-skills-infants-and-toddlers> | | | | | | | | | | | | |
| 3. | <http://skillopedia.com> | | | | | | | | | | | | |
| 4. | <https://www.habitsforwellbeing.com/9-effective-communication-skills> | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Chaney, L. and Martin, J., Intercultural Business Communication. Person, 4 ed., 2008. | | | | | | | | | | | | |
| 2. | Chaturvedi, Business Communication, Person, 2 edition, 2011 | | | | | | | | | | | | |
| 3. | Bovec L. Courtland and John V. Thill, Business Communication Today, 10 ed., Pearson Education, New Delhi, 2011. | | | | | | | | | | | | |
| 4. | American Management Association, The AMA Handbook of Business Writing: The Ultimate Guide to Style, Usage, Punctuation, Construction and Formatting, 2010. | | | | | | | | | | | | |
| 5. | Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product, Person Education, New Delhi, 2008 | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | 3 |  | 3 |  |  |
| **CO 2** |  |  |  | 3 |  | 3 |  |  |
| **CO 3** |  |  |  | 3 |  | 3 |  |  |
| **CO 4** |  |  |  | 3 |  | 3 |  |  |
| **CO 5** |  |  |  | 3 |  | 3 |  |  |

**3-Strong 2-Medium 1-Low**

**SEMESTER II**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Applied Operations Research** | Core | 3 | 1 | - | - | 4 | | 60 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To provide the students with introduction on OR and its models to aid in understanding its applicability in the various functional areas of management. | | | | | | | | | | | | |
| C2 | To understand the concept of linear programming models in determining profit maximization and cost minimization | | | | | | | | | | | | |
| C3 | To learn about various methods adopted in transportation and Assignments models. | | | | | | | | | | | | |
| C4 | To determine about inventory models, replacement models, job sequencing, networking model and Queuing model | | | | | | | | | | | | |
| C5 | To throw light on dynamic model and game models and the application of pure and mixed strategies in competitive environment. | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | Introduction: Overview of operations research – Origin – Nature, scope & characteristics of OR – Models in OR – Application of operations research in functional areas of management | | | | | | | 08 | | | C1 | | |
| II | Linear Programming Problem: Linear programming problem model – Formulation – Maximization & Minimization problem – Graphical method – Simplex method – Artificial variable –- Primal & Dual. | | | | | | | 12 | | | C2 | | |
| III | Transportation problem: Basic Solution – North / West corner Solution, LCM, VAM, Matrices method – Optimal Solution – Stepping stone method – Vogel’s approximation method – Modi method – Degeneracy – Imbalance matrix. Assignment model: Hungarian method – Traveling salesmen problem. | | | | | | | 12 | | | C3 | | |
| IV | Project Scheduling and Resource Management: Deterministic Inventory models – Purchasing & Manufacturing models – Probabilistic inventory models – Replacement model – Sequencing – Brief Introduction to Queuing models. Networking – Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM) for Project Scheduling- Crashing – Resource allocation and Resource Scheduling. | | | | | | | 18 | | | C4 | | |
| V | Game Theory and Strategies: Games theory – two player zero sum game theory – Saddle Point –Mixed Strategies for games without saddle points – Dominance method – Graphical and L.P Solutions- Goal Programming; Simulation; Integer programming and Dynamic programming. | | | | | | | 10 | | | C5 | | |
|  | **Total** | | | | | | | **60** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Obtain insight on the origin and nature of OR and also the application of various models of OR. | | | | | | | PO4, PO6 | | | | | |
| **CO2** | Learn about the graphical, Simplex, Big M and dual methods of Linear programming problem. | | | | | | | PO1, PO2, PO6, PO7 | | | | | |
| **CO3** | Be well versed with the concept of transportation and Assignments models | | | | | | | PO1, PO2, PO6, PO7 | | | | | |
| **CO4** | Have better understanding on inventory models, replacement models, job sequencing, networking model and Queuing model | | | | | | | PO1, PO2, PO6, PO7 | | | | | |
| **CO5** | Be imparted knowledge on the various methods of game model | | | | | | | PO2, PO7 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | [www.cbom.atozmath.com](http://www.cbom.atozmath.com) | | | | | | | | | | | | |
| 2. | <http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_qt.pdf> | | | | | | | | | | | | |
| 3. | [http://164.100.133.129;81/econtent/Uploads/Operations\_Research.pdf](http://164.100.133.129:81/econtent/Uploads/Operations_Research.pdf) | | | | | | | | | | | | |
| 4. | <https://www.journals.elsevier.com/operations-research-perspectives> | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Anderson, D.R., Sweeney, D.J., Williams, T.A. and Martin, K., An Introduction to Management Science: Quantitative Approach to Decision Making, 14th Edition Paperback – 1, Cengage Learning India Pvt. Ltd., 2019 | | | | | | | | | | | | |
| 2. | Gupta, P.K., and Comboj, Introduction to Operations Research, S. Chand, 2014 | | | | | | | | | | | | |
| 3. | Hiller, F., Liebermann, Nag and Basu, Introduction to Operations Research, 11th Edition Paperback, Tata McGraw-Hill Publishing Co. Ltd., 2021 | | | | | | | | | | | | |
| 4. | Khanna, R.B., Quantitative Techniques for Managerial Decision Making, 3rd Edition – Paperback, New Age International Publishers, 2018 | | | | | | | | | | | | |
| 5. | Taha, H.A., Operations Research: An Introduction, 10th Edition, Pearson, 2019 | | | | | | | | | | | | |
| 6. | Vohra,N.D., Quantitative Techniques in Management, 5th Edition, Tata McGraw Hill Education Pvt. Ltd., 2017. | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | 2 |  | 2 |  |  |
| **CO 2** | 3 | 2 |  |  |  | 2 | 2 |  |
| **CO 3** | 3 | 3 |  |  |  | 3 | 2 |  |
| **CO 4** | 3 | 3 |  |  |  | 2 | 2 |  |
| **CO 5** |  | 3 |  |  |  |  | 2 |  |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Human Resource Management** | Core | 4 | - | - | - | 4 | | 60 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To embark importance of HRM role, functions and need | | | | | | | | | | | | |
| C2 | To assimilate theoretical and practical implications of HRP | | | | | | | | | | | | |
| C3 | To critically use appropriate training tools | | | | | | | | | | | | |
| C4 | To analyze and implement an effective performance management | | | | | | | | | | | | |
| C5 | To extrapolate and design compensation management techniques | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | **Introduction:** Introduction of Human Resource Management: Importance of Human Resources, Definition and Objectives of Human Resources Management, Qualities of a good HR manager – Evolution and growth of Human Resource Management in India. Functions of Human Resource Management. Strategic Human Resource Management (SHRM).Human Resource Policies: Need, type and scope, Human Resource Accounting and Audit- Gig Economy. | | | | | | | 12 | | | C1 | | |
| II | **Human Resource Planning (HRP):** Human Resources Planning: Long and Short term planning, Job Analysis, Skills inventory, Job Description, Job Specification and Succession Planning, Strategic Human Resource Planning.  Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods, Recruitment and Social Media.  Placement, Induction, Transfers, Promotions, Dismissal, Resignation, Exit Interviews, Reduction of attrition rate- Attrition and retention management | | | | | | | 12 | | | C2 | | |
| III | **Training, Development & Career Management:**  Importance and benefits of Training and Development, Types of Training Methods, Executive Development Programs, Concept and process of Career Management; Competency mapping, Knowledge Management & Talent Management. | | | | | | | 12 | | | C3 | | |
| IV | **Performance Management:**  Importance, process and Methods: Ranking, rating scales, critical incident method, Removing subjectivity from evaluation, MBO as a method of appraisal, Performance Feedback, Online PMS. Human Resource Information System; International Human Resource Management; Cross cultural diversity management; Hybrid work culture; work-life balance; Quality of work-life; HR Analytics. | | | | | | | 12 | | | C4 | | |
| V | **Compensation Management:** Wage and Salary Administration: Job Evaluation, Calculation of Wage, Salary, Prerequisites, Compensation Packages, Cost of Living Index and Calculation of Dearness Allowance, Rewards and Incentives; ESOP-Financial and non-financial incentives, Productivity – linked Bonus, Compensation Criteria, Rewards and Recognition. | | | | | | | 12 | | | C5 | | |
|  | **Total** | | | | | | | **60** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Gain an understanding of HRM policies and importance. | | | | | | | PO4, PO6 | | | | | |
| **CO2** | Implement appropriate HRP in workplace. | | | | | | | PO6 | | | | | |
| **CO3** | Apply feasible Training method and manage career progressions. | | | | | | | PO5, PO6, PO7 | | | | | |
| **CO4** | Demonstrate managing performance of human resources. | | | | | | | PO6, PO7 | | | | | |
| **CO5** | Design and justify compensation framework. | | | | | | | PO4, PO6, PO7 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | <https://businessjargons.com/performance-management.html> | | | | | | | | | | | | |
| 2. | <https://www.hr-guide.com/data/G400.htm> | | | | | | | | | | | | |
| 3. | <https://www.managementstudyguide.com/training-development-hr-function.htm> | | | | | | | | | | | | |
| 4. | <https://www.tandfonline.com/toc/rijh20/current> | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Ashwathappa, K., Human Resource Management, 9th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2021. | | | | | | | | | | | | |
| 2. | Ivanecevich, J.M., Human Resource Management, 12th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2020. | | | | | | | | | | | | |
| 3. | Gary Dessler & Biju Varrkey, Human Resource Management, 16th Edition, Pearson India Pvt. Ltd., 2020. | | | | | | | | | | | | |
| 4 | DeCenzo, D.A., Robbins S.P., Susan L Verhulst, Human Resource Management, 11th Edition, Wiley India Pvt. Ltd., 2015. | | | | | | | | | | | | |
| 5. | Leigh Thompson, Making the team, A guide for Managers, Pearson, 6th Edition 2019. | | | | | | | | | | | | |
| 6. | Gary Dessler, Fundamentals of Human Resource Management, Pearson, 4th Edition 2017. | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | M |  | M |  |  |
| **CO 2** |  |  |  |  |  | M |  |  |
| **CO 3** |  |  |  |  | S | S | M |  |
| **CO 4** |  |  |  |  |  | M | M |  |
| **CO 5** |  |  |  | M |  | M | M |  |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Marketing Management** | Core | 4 | - | - | - | 4 | | 60 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To develop an understanding and enhance the knowledge about marketing theories, principles, strategies and concepts and how they are applied. | | | | | | | | | | | | |
| C2 | To provide with opportunities to analyze marketing activities within the firm. | | | | | | | | | | | | |
| C3 | To analyze and explore the buyer behavior pattern in marketing situations. | | | | | | | | | | | | |
| C4 | To understand the branding, pricing and strategies in marketing a product. | | | | | | | | | | | | |
| C5 | To upgrade the knowledge and awareness of Consumer Rights in the Market. | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | Introduction: Marketing Management Philosophies – What is marketing- The concepts of marketing- Marketing and Services – Digital Marketing – Social Media Marketing – Current marketing challenges; Rural Marketing – E-Rural Marketing – International Marketing – Industrial Marketing. | | | | | | | 12 | | | C1 | | |
| II | Strategic Marketing– Marketing Management Process – Analysis of Marketing opportunities, Selecting Target Consumers, developing Marketing Mix Analysis of Macro and Micro environment Marketing Research as an Aid to Marketing, Marketing Research Process – Sales Forecasting –Techniques. Marketing Tactics, The Mix Service and Retail Marketing. | | | | | | | 12 | | | C2 | | |
| III | MIS: Marketing Information Systems- Customer Relationship Management (CRM) Customer Engagement Marketing – Sales force Automation- Marketing Analytics | | | | | | | 12 | | | C3 | | |
| IV | Buyer Behaviour: Factors Influencing Consumer Behaviour – Buying situation– Buying Decision Process – Industrial Buyer Behaviour. Market Segmentation : Targeting and Positioning – Competitive Marketing Strategies. Customer Life Cycle – Customer Life time Value, Product Portfolio Management. | | | | | | | 12 | | | C4 | | |
| V | Product Policies: Consumer and Industrial Product Decisions, Branding, Packaging and Labelling – New Product Development and Product Life Cycle Strategies, Pricing – Pricing Strategies and approaches, Promotion Decisions: Promotion Mix – Integrated Marketing Communication – Advertising and Sales Promotion - Sales Force Decisions, Selection, Training, Compensation and Control – Publicity and Personal Selling – Distribution Management – Channel Management: Selection, Co-operation and Conflict Management – Vertical, Horizontal and Multi-channel Systems Consumer Protection – Awareness of Consumer Rights in the Market Place. | | | | | | | 12 | | | C5 | | |
|  | **Total** | | | | | | | **60** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Understand the fundamental principles of marketing, marketing concepts and ideas. | | | | | | | PO4, PO6, PO7 | | | | | |
| **CO2** | Understand the organization’s marketing strategy and marketing environment. Familiar with marketing research with forecasting techniques. | | | | | | | PO4, PO6 | | | | | |
| **CO3** | Understand the buyer behavior and market segmentation and competitive marketing strategies. | | | | | | | PO4, PO6, PO7 | | | | | |
| **CO4** | Think strategically about branding, pricing and marketing issues. | | | | | | | PO3, PO4, PO6, PO7 | | | | | |
| **CO5** | Familiar with Promotion decisions along with awareness on Consumer Rights in the Market Place. | | | | | | | PO6, PO8 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | <https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-fall-2010/lecture-notes/> | | | | | | | | | | | | |
| 2. | <https://cpbucket.fiu.edu/mar3023vd1131/syllabus.html> | | | | | | | | | | | | |
| 3. | <https://www.ama.org/ama-academic-journals/> | | | | | | | | | | | | |
| 4. | <https://www.emerald.com/insight/publication/issn/0736-3761> | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Pillai & Baghawathy, Marketing Management, S.Chand , 2010. | | | | | | | | | | | | |
| 2. | Gupta Prachi, Aggarwal Ashita , et al., Marketing Management: Indian Cases, 1st Edition, 2017 | | | | | | | | | | | | |
| 3. | G.Shainesh Philip Kotler, et..al., Marketing Management; Indian Case Studies included, 16th Edition, Pearson, 2022 | | | | | | | | | | | | |
| 4. | [Warren J. Keegan](https://www.amazon.in/Warren-J-Keegan/e/B001ILHKJY?ref=sr_ntt_srch_lnk_2&qid=1656309878&sr=1-2), Global Marketing Management, 8thEdition, Pearson, 2017. | | | | | | | | | | | | |
| 5. | Mullins, Marketing Management: A Strategic Decision Making Approach, 7th Edition, McGraw-Hill, 2010. | | | | | | | | | | | | |
| 6. | Philip Kotler and  [Keven Lane Keller](https://www.amazon.in/s/ref=dp_byline_sr_book_2?ie=UTF8&field-author=Keven+Lane+Keller&search-alias=stripbooks), Marketing Management, 15th Edition, Pearson, 2015 | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | 2 |  | 2 | 2 |  |
| **CO 2** |  |  |  | 3 |  | 3 |  |  |
| **CO 3** |  |  |  | 2 |  | 2 | 2 |  |
| **CO 4** |  |  | 2 | 2 |  | 2 | 2 |  |
| **CO 5** |  |  |  |  |  | 2 |  | 2 |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Operations Management** | Core | 3 | 1 | - | - | 4 | | 60 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To understand the production function, production design & capacity planning, | | | | | | | | | | | | |
| C2 | Exploring the Make or Buy decision, and thus understanding the role of inventory management | | | | | | | | | | | | |
| C3 | To determine multiple plant location decisions and effective utilization of plant layout. To explain the models, concepts, and techniques adopted in the areas of inventory control and maintenance. | | | | | | | | | | | | |
| C4 | To elucidate the importance and usefulness of work-study and quality control tools | | | | | | | | | | | | |
| C5 | To provide insights on service operations management and waiting line analysis. | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | INTRODUCTION: Operations Management- Nature, Scope, Historical Development, Functions- Long term Vs Short term issues- A Systems Perspective- Challenges- Manufacturing Trends in India-Production Design and Process Planning- Types of Production Processes- Plant Capacity-Capacity Planning- Make or Buy Decisions- Use of Crossover Chart for Selection Processes-Types of Charts used in Operations Management. | | | | | | | 12 | | | C1 | | |
| II | FACILITY DESIGN: Plant Location: Factors to be considered in Plant Location- Location Analysis Techniques- Choice of General Region, Particular community and Site- Multiple Plant Location Decision- Plant Location Trends. Layout of Manufacturing Facilities: Principles of a Good Layout- Layout Factors- Basic Types of Layout- Principles of Materials Handling- Materials Handling Equipment - Role of Ergonomics in Job Design. | | | | | | | 12 | | | C2 | | |
| III | INVENTORY CONTROL AND MAINTENANCE: Basic Inventory Models- Economic Order Quantity- Economic Batch Quantity- Reorder Point-Safety Stock- Inventory Costs-Classification and Codification of Stock- ABC Classification-Materials Requirement Planning (MRP)- JIT- Implications of Supply Chain Management. Maintenance: Preventive Vs Breakdown Maintenance- Group Replacement Vs Individual Replacement- Breakdown Time Distribution- Maintenance of Cost Balance- Procedure for Maintenance. | | | | | | | 12 | | | C3 | | |
| IV | DESIGN OF WORK SYSTEMS AND QUALITY CONTROL: Work Study- Objectives- Procedure- Method Study and Motion Study- Work Measurement-Time Study-Performance Rating- Allowance Factors- Standard Time- Work Sampling Techniques- Job Sequencing and Scheduling. Quality Control: Purpose of Inspection and Quality Control- Different Types of Inspection- Acceptance Sampling- The Operating Characteristic Curve- Control Charts for Variables and Attributes; Quality Circles; TQM – Six Sigma, Kaizen | | | | | | | 14 | | | C4 | | |
| V | SERVICE OPERATIONS MANAGEMENT: Introduction to Services Management- Nature of Services- Types of Services- Service Encounter-Designing Service Organizations- Service Facility Location and Layout- Service Blueprinting-Waiting Line Analysis for Service Improvement- Service Processes and Service Delivery. | | | | | | | 10 | | | C5 | | |
|  | **Total** | | | | | | | **60** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Understand the concepts of production and its design, capacity planning and make or buy decisions. | | | | | | | PO2, PO4 | | | | | |
| **CO2** | Be cognizant of the complexity involved in plant location decisions and utilization of plant layout. | | | | | | | PO2, PO7 | | | | | |
| **CO3** | Understand the Inventory models and the importance of maintenance techniques. | | | | | | | PO6, PO7 | | | | | |
| **CO4** | Be aware of work-study procedures and the importance on quality control tools | | | | | | | PO1, PO2, PO6, PO7 | | | | | |
| **CO5** | Have insight on service operations, service delivery and waiting line analysis. | | | | | | | PO2, PO6, PO7 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | [www.shsu.edu/~mgt\_ves/mgt560/ServiceManagement.ppt](http://www.shsu.edu/~mgt_ves/mgt560/ServiceManagement.ppt) | | | | | | | | | | | | |
| 2. | zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf | | | | | | | | | | | | |
| 3. | <https://www.emerald.com/insight/publication/issn/0144-3577> | | | | | | | | | | | | |
| 4. | <https://www.inderscience.com/jhome.php?jcode=ijaom> | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Aswathappa K and Shridhara Bhat K, Production and Operations Management, 2nd Edition, Himalaya Publishing House, 2021. | | | | | | | | | | | | |
| 2. | Mahadevan B, Operations Management Theory and Practice, 3rd Edition, Pearson Education, 2015. | | | | | | | | | | | | |
| 3. | Russel and Taylor, Operations and Supply Chain Management, 8th Edition, Wiley, 2021. | | | | | | | | | | | | |
| 4. | William J Stevenson, Operations Management, 14th Edition, McGraw Hill, 2021. | | | | | | | | | | | | |
| 5. | Gerard Cachon and Christian Terwiesch, Operations Management, 3rd Edition, McGraw Hill, 2022. | | | | | | | | | | | | |
| 6. | Prof. K C Jain, Production and Operations Management, 1st Edition, Wiley, 2022. | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  | 2 |  | 2 |  |  |  |  |
| **CO 2** |  | 2 |  |  |  |  | 2 |  |
| **CO 3** |  |  |  |  |  | 2 | 2 |  |
| **CO 4** | 2 | 2 |  |  |  | 2 | 2 |  |
| **CO 5** |  | 2 |  |  |  | 2 | 2 |  |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Financial Management** | Core | 3 | 1 | - | - | 4 | | 60 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To create an understanding and familiarize the students to the fundamentals of financial management and create awareness on the various sources of finance. | | | | | | | | | | | | |
| C2 | To create awareness on the various investment techniques on the investment decision making. | | | | | | | | | | | | |
| C3 | To throw light on the concept of cost of capital and familiarize on the technique of identifying the right source of capital. | | | | | | | | | | | | |
| C4 | To educate on the concept of capital structure and the create understanding on the concept of dividend. | | | | | | | | | | | | |
| C5 | To create an understanding on the concept of working capital, its need, importance, factors and forecasting technique | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | Introduction: Financial management: Definition and scope – objectives of Financial Management – Profit Maximization - wealth maximization - functions and role of finance manager. Sources of finance – short term – Bank Sources – Long term – Shares – Debentures – Preferred stock – Debt: Hire purchase, Leasing, Venture Capital – Private equity- International Financial Management- Financial Planning- Behavioural Finance- Capital Market- Money Market- Micro Finance- Financial Information System. | | | | | | | 12 | | | C1 | | |
| II | Investing Decision - Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money- DCF Techniques –Net Present Value, Profitability Index and Internal Rate of Return- Problems - Risk analysis in Capital Budgeting- Introduction to Fintech – Digital Currency - Cryptocurrency – Financial Modeling; Hurdle Rate. | | | | | | | 12 | | | C2 | | |
| III | Cost of Capital - Cost of specific sources of capital – Cost of equity capital – Cost of debt – Cost of preference – Cost of retained earnings - weighted average cost of capital. EBIT -EPS Analysis - Operating Leverage - Financial Leverage-problems. | | | | | | | 12 | | | C3 | | |
| IV | Capital structure - Factors influencing capital structure – optimal capital structure - capital structure theories – Net Income Approach – Net Operating Income (NOI) Approach – Modigliani - Miller(MM) Approach – Traditional Approach – Practical Problems. Dividend and Dividend policy: Meaning, classification - sources available for dividends -Dividend policy general, determinants of dividend policy. | | | | | | | 12 | | | C4 | | |
| V | Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports- Financial Analytics. | | | | | | | 12 | | | C5 | | |
|  | **Total** | | | | | | | **60** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Be aware of the basic concepts of financial management and understand the various sources of finance. | | | | | | | PO4, PO6, PO7 | | | | | |
| **CO2** | Possess knowledge on investment decision making. | | | | | | | PO1, PO2, PO6, PO7 | | | | | |
| **CO3** | Have insights on the cost of capital and would have familiarized themselves with the technique of calculating the cost of capital. | | | | | | | PO2, PO7 | | | | | |
| **CO4** | Have learnt the concept of capital structure and dividend | | | | | | | PO6, PO7 | | | | | |
| **CO5** | Have good understanding on the concept of working capital, its need, importance, factors and the methods of forecasting it. | | | | | | | PO1,PO2, PO4, PO7 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | https://accountingexplained.com/managerial/capital-budgeting/ | | | | | | | | | | | | |
| 2. | http://www.studyfinance.com/lessons/workcap/ | | | | | | | | | | | | |
| 3. | Journal of International Financial Management & Accounting | | | | | | | | | | | | |
| 4. | The Management Accountant Journal - icmai-rnj.in | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | S.N.Maheswari, Finanacial Management, Sulthan Chand & Sons, 15th Edition, 2019 | | | | | | | | | | | | |
| 2. | I.M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2018. | | | | | | | | | | | | |
| 3. | Van Horne, J.C., Financial Managememt and Policy, 13th Edition, Pearson, 2015. | | | | | | | | | | | | |
| 4. | Prasanna Chandra, Financial Management, 10th edition, Tata McGraw Hill, 2019 | | | | | | | | | | | | |
| 5. | Periasamy, P., Financial Management, 4th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2017. | | | | | | | | | | | | |
| 6. | Brigham, E.F. and Ehrhardt, M.C., Financial Management: Theory and Practice, 14th Edition, 2015. | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | 2 |  | 2 | 2 |  |
| **CO 2** | 2 | 3 |  |  |  | 2 | 2 |  |
| **CO 3** |  | 2 |  |  |  |  | 3 |  |
| **CO 4** |  |  |  |  |  | 2 | 3 |  |
| **CO 5** | 2 | 2 |  | 3 |  |  | 2 |  |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | **Inst. Hours** | | **Marks** | | | |
| **CIA** | **External** | **Total** | |
|  | **Strategic Management** | Core | 4 | - | - | - | 4 | 60 | | 25 | 75 | 100 | |
| **Course Objectives** | | | | | | | | | | | | |
| C1 | To enable the students understand the importance of vision and mission in framing corporate strategy. | | | | | | | | | | | |
| C2 | To provide insights on how business is responsible socially and ethically. | | | | | | | | | | | |
| C3 | To highlight on the environmental analysis framework. | | | | | | | | | | | |
| C4 | To throw light on strategic formulation and strategic choice. | | | | | | | | | | | |
| C5 | To understand strategic implementation and strategic control. | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | **No. of Hours** | | | **Course Objectives** | | | |
| I | Introduction: Strategy – Strategic Management Process – Developing a Strategic Vision –Mission- Setting Objectives– Strategies and Tactics – Importance of Corporate Strategy – the 7-S Framework- Corporate Governance– Board of Directors: Role and Functions – Board Functioning – Top Management: Role and Skills. | | | | | 12 | | | C1 | | | |
| II | Corporate Policy and Planning in India: Importance – Characteristics – Objectives - Policy Formulation and Development – Types of Business Policies-Implementation of Policies. Society and Business: Social Responsibility of Business –Corporate Governance and Ethical Responsibility. | | | | | 12 | | | C2 | | | |
| III | Environmental Analysis: Environmental Scanning – Industry Analysis - The Synthesis of External Factors - Internal Scanning – Value Chain Analysis – SWOT Audit –Scenario planning- Creating an Industry Matrix. | | | | | 12 | | | C3 | | | |
| IV | Strategy Formulation and Analysis: Strategy Formulation – Strategic Factors Analysis Summary Matrix (SFAS) Portfolio Analysis – Business Strategy- TOWS Matrix– Corporate Strategy – Functional Strategy – Strategic Choice – Generic, Competitive Strategies; ETOP, TOWS | | | | | 12 | | | C4 | | | |
| V | Strategy Implementation: Strategy Implementation - Corporate Culture – Matching Organisation Structure to Strategy – Mergers and Acquisitions and Diversifications – Strategic Leadership Strategic Control: Measurement in Performance- Problems in Measurement of Performance- Strategy Audit-Strategic Control Process – Du Pont’s Control Model – Balanced Score Card – Michael Porter’s Framework for Strategic Management – Future of Strategic Management – Strategic Information System. | | | | | 12 | | | C5 | | | |
|  | **Total** | | | | | **60** | | |  | | | |
| **Course Outcomes** | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | **Program Outcomes** | | | | | | |
| **CO1** | Be able to frame vision and mission statements. | | | | | PO3, PO4, PO7 | | | | | | |
| **CO2** | Be social and ethically responsible. | | | | | PO3, PO8 | | | | | | |
| **CO3** | Possess insights on making environmental analysis. | | | | | PO3, PO8 | | | | | | |
| **CO4** | Possess knowledge on learning strategic formulation & strategy choice. | | | | | PO2, PO5, PO7 | | | | | | |
| **CO5** | Understanding strategic implementation and control. | | | | | PO4, PO5, PO7 | | | | | | |
| **Reading List** | | | | | | | | | | | | |
| 1. | Strategic Management Journal – Wiley online Library | | | | | | | | | | | |
| 2. | Journal of strategy and Management – Emerald Insight | | | | | | | | | | | |
| 3. | Mastering Strategic Management – [www.opentextbooks.org.hk](http://www.opentextbooks.org.hk) | | | | | | | | | | | |
| 4. | Mastering Strategic Management – [www.saylor.org](http://www.saylor.org). | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | |
| 1. | V S P Rao, Strategic Management Text and Cases, 2nd edition 2013. | | | | | | | | | | | |
| 2. | Kazmi, A., Strategic Management and Business Policy, 15th Edition, Tata McGraw-Hill Education, 2018. | | | | | | | | | | | |
| 3. | Dess, G., Lumpkin, G.T. and Eisner, A., Strategic Management, 8th Edition, Tata McGraw-Hill, 2018. | | | | | | | | | | | |
| 4. | Hill, C.W.L. and Jones, G.R., Strategic Management: An Integrated Approach, 9th Edition, Cengage Learning, 2012. | | | | | | | | | | | |
| 5. | Pearce II, J., Robinson, R.B. and Mittal, A., Strategic Management: Formulation, Implementation and Control, 12th Edition, McGraw-Hill, 2017. | | | | | | | | | | | |
| 6. | Wheelen, T.L. and Hunger, D., Strategic Management and Business Policy, 13th Edition, Pearson, 2012. | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  | 3 | 2 |  |  | 3 |  |
| **CO 2** |  |  | 3 |  |  |  |  | 3 |
| **CO 3** |  |  | 2 |  |  |  |  | 3 |
| **CO 4** |  | 2 |  |  | 3 |  |  | 2 |
| **CO 5** |  |  |  | 3 | 3 |  |  | 3 |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **International Business** | Extra Disciplinary | 3 | - | - | - | 3 | | 45 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To understand and analyze international situations and evaluate international collaborative arrangements and strategic alliances. | | | | | | | | | | | | |
| C2 | To apply knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets. | | | | | | | | | | | | |
| C3 | To throw light on international trade theories and the management of business functional operations in an international context. | | | | | | | | | | | | |
| C4 | To analyze and evaluate barriers, opportunities, market entry modes and the process of internationalization. | | | | | | | | | | | | |
| C5 | To know about regional economic integration and contemporary issues in international business. | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | Introduction: Introduction to International Business: Importance, nature and scope of International business-International Business Vs. Domestic Business; Tariff and non-tariff barriers- transition from Domestic to International Business; Advantages and disadvantages of International business; Balance of Payments; Balance of Trade; Balance of Current Account . Modes of entry into International Business- Internationalization process and managerial implications- Multinational Corporations and their involvement in International Business- Issues in foreign investments, technology transfer, pricing and regulations- International collaborative arrangements and strategic alliances- Counter Trade; Import-Export Process and Documentation. | | | | | | | 9 | | | C1 | | |
| II | International Business Environment and Cultural Differences: International Business Environment: Economic, Political, Cultural and Legal environments in International Business. Framework for analyzing International Business environment. Differences in Culture: Introduction — Social Structure — Religion — Language — Education —Culture and the Workplace — Cultural Change — Cross-cultural Literacy — Culture and Competitive Advantage. | | | | | | | 9 | | | C2 | | |
| III | International Trade Theory: Introduction — Mercantilism, Neo-Mercantilism — Theory of Absolute Advantage — Theory of Comparative Advantage — Heckscher-Ohlin Theory — The New Trade Theory — National Competitive Advantage — Porter's Diamond —General Agreement on Tariff and Trade (GATT)- World Trade Organization (WTO)-GATS-UNCTAD- Trade Blocks; Customs Union-EU- PTA- European Free Trade Area (EFTA)-Central American Common Market(CACM)-Latin American Free Trade Association(LAFTA)- North American Free Trade Agreement(NAFTA)- Association of South East Asian Nations(ASEAN)- CARICOM- GSTP-GSP-SAPTA-Indian Ocean RIM Initiative- BIMSTEC- Bretton Woods Twins- World Bank & IMF, International Finance Corporation- Multilateral Investment Guarantee Agency (MIGA). | | | | | | | 9 | | | C3 | | |
| IV | Global Trading and Investment Environment: Recent Trends in India’s Foreign Trade- India’s Commercial Relations and Trade Agreements with other countries- Institutional Infrastructure for export promotion in India- Export Assistance- Export Finance- Export Processing Zones (EPZs) - Special Economic Zones (SEZs)- Exports by Air, Post and Sea- Small Scale Industries (SSI) and Exports- Role of ECGC- Role of EXIM Bank of India- Role of Commodity Boards- Role of State Trading Agencies in Foreign Trade- STC, MMTC, etc. Foreign Exchange Market- Functions of Foreign Exchange Market- Foreign Direct Investments (FDI); forms of FDI — Horizontal and Vertical Foreign Direct Investment — Advantages of FDI to Host and Home Countries. | | | | | | | 9 | | | C4 | | |
| V | Contemporary Issues: Contemporary Issues in International Business- International Sales Contract- Major Laws- INCO terms- Standard Clauses of International Sales Contract- Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes. Export Regulations: Procedure for export of goods- Quality Control and Pre- shipment Inspection- Customs Clearance- Port formalities- Exchange regulations for Export- Role of Clearing and Forwarding Agents. | | | | | | | 9 | | | C5 | | |
|  | **Total** | | | | | | | **45** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Be aware of the international situations and evaluate international collaborative arrangements and strategic alliances. | | | | | | | PO2, PO4, PO7 | | | | | |
| **CO2** | Possessed knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets. | | | | | | | PO4, PO7 | | | | | |
| **CO3** | Know the various international trade theories and the management of business functional operations in an international context. | | | | | | | PO4, PO6, PO7 | | | | | |
| **CO4** | Be able to evaluate barriers, opportunities, market entry modes and the process of internationalization. | | | | | | | PO2, PO4, PO7 | | | | | |
| **CO5** | Have better understanding on regional economic integration and contemporary issues in international business. | | | | | | | PO6, PO7, PO8 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | [www.internationalbusinesscorporation.com](http://www.internationalbusinesscorporation.com) | | | | | | | | | | | | |
| 2. | [www.business-ethics.org](http://www.business-ethics.org) | | | | | | | | | | | | |
| 3. | <https://www.jstor.org/journal/jintebusistud> | | | | | | | | | | | | |
| 4. | Journal of International Business and Management (JIBM) | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | International Business: Competing in the Global Marketplace (SIE) | 11th Edition – 14 August 2018 by [Charles W. L. Hill](https://www.amazon.in/Charles-W-L-Hill/e/B001IGNO5S/ref=dp_byline_cont_book_1)  (Author), [G. Tomas M. Hult](https://www.amazon.in/s/ref=dp_byline_sr_book_2?ie=UTF8&field-author=G.+Tomas+M.+Hult&search-alias=stripbooks) (Author), [Rohit Mehtani](https://www.amazon.in/s/ref=dp_byline_sr_book_3?ie=UTF8&field-author=Rohit+Mehtani&search-alias=stripbooks) (Author) | | | | | | | | | | | | |
| 2. | International Business | Fourth Edition | By Pearson – 30 November 2017 by [S. Tamer Cavusgil](https://www.amazon.in/s/ref=dp_byline_sr_book_1?ie=UTF8&field-author=S.+Tamer+Cavusgil&search-alias=stripbooks) (Author), [Gary Knight](https://www.amazon.in/s/ref=dp_byline_sr_book_2?ie=UTF8&field-author=Gary+Knight&search-alias=stripbooks) (Author), [John Riesenberger](https://www.amazon.in/s/ref=dp_byline_sr_book_3?ie=UTF8&field-author=John+Riesenberger&search-alias=stripbooks) (Author) | | | | | | | | | | | | |
| 3. | Cherunilam, F., International Business: Text and Cases, 5th Edition, PHI Learning, 2010. | | | | | | | | | | | | |
| 4. | Paul, J., International Business, 5th Edition, PHI Learning, 2010. | | | | | | | | | | | | |
| 5. | Deresky, H., International Management: Managing Across Borders and Cultures, 6th Edition, Pearson, 2011. | | | | | | | | | | | | |
| 6. | Griffin, R., International Business, 7th Edition, Pearson Education, 2012. | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  | 2 |  | 3 |  |  | 2 |  |
| **CO 2** |  |  |  | M |  |  | 2 |  |
| **CO 3** |  |  |  | 3 |  | 3 | 3 |  |
| **CO 4** |  | 3 |  | 3 |  |  | 3 |  |
| **CO 5** |  |  |  |  |  | 3 | 3 | 3 |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Soft Skills II - Business Etiquette** | Soft Skills | - | - | 2 | - | 2 | | 30 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To analyze the Business etiquette at workplace | | | | | | | | | | | | |
| C2 | To determine the Principles of exceptional work behavior | | | | | | | | | | | | |
| C3 | To explore Tech etiquette in using various telecommunication devices and channels | | | | | | | | | | | | |
| C4 | To successfully handle Multi-cultural challenges | | | | | | | | | | | | |
| C5 | To ascertain sensitivity to new and emerging issues in etiquette | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | Introduction to business etiquette: The ABCs of etiquette Meeting and greeting scenarios-Developing a culture of excellence The principles of exceptional work behaviour - What is the role of Good Manners in Business?-Enduring Words  Greetings and Introductions: Guideline for receptionists - Making introductions and greeting people- Greeting Components- The protocol of shaking hands- Introductions - Introductory scenarios - Addressing individuals. | | | | | | | 6 | | | C1 | | |
| II | Meeting and Boardroom Protocol: Guidelines for planning a meeting - Before the meeting - On the day of the Meeting - Guidelines for Attending the meeting - For the Chairperson- For attendees - For Presenters - Planning a power point presentation-Dealing with customer complaints.  Entertaining Etiquette: Planning a meal- Issuing invitations -Business meals basics - Basics of table etiquette - Holding and resting utensils - Business dining etiquette - Multi-cultural Highlight: Japanese Dinning-Specific food Etiquette guidelines. | | | | | | | 6 | | | C2 | | |
| III | Telephone Etiquette: Cell phone etiquette-Social Media Usage etiquette- Telephone etiquette guidelines - Mastering the telephone courtesy - Active listening - Putting callers on hold -Transferring a call - Screening calls - Taking at message - Voice Mail-Closing the call - When Making calls - Closing the call-Handling rude or impatient clients  Internet & email etiquette: Internet usage in the workplace Email- Netiquette - Online chat - Online chat etiquette - Online chat etiquette guidelines | | | | | | | 6 | | | C3 | | |
| IV | Business Attire & Professionalism: Business style and professional image - Dress code - Guidelines for appropriate business attire - Grooming for  success - Guidelines for appropriate business attire - Grooming for success - Multicultural dressing  Diversity Management- Gender Sensitivity- Social Media and Communication with colleagues-Preventing sexual harassment-Disability Etiquette: Basic disability Etiquette practices - Courtesies for wheelchair users Courtesies for blind or visually impaired - Courtesies for the deaf- People with speech impairments. | | | | | | | 6 | | | C4 | | |
| V | Business Ethics: Ethics in the workplace - The challenge of business ethics - Creating an ethical compass - Business ethics and advantages - Ethical Issues - Conflict Management- Conflict resolution strategies - Choosing the appropriate gift in the business environment  Multi-cultural challenges: Multi-cultural etiquette - Example of cultural sensitivity - Cultural differences and their effect on business etiquette- onsite projects-Cultural Highlight: China-Cultural Highlight: India. | | | | | | | 6 | | | C5 | | |
|  | **Total** | | | | | | | **30** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Learn using business etiquette at work place | | | | | | | PO4, PO6, PO7 | | | | | |
| **CO2** | Be able to acquire knowledge about the Principles of exceptional work behaviour | | | | | | | PO4, PO6, PO7 | | | | | |
| **CO3** | Be able to enhance their knowledge of latest Tech etiquette in using various telecommunication devices and channels. | | | | | | | PO4, PO6, PO7 | | | | | |
| **CO4** | Get familiarized with the Successful handling of Multi-cultural challenge | | | | | | | PO4, PO6, PO7 | | | | | |
| **CO5** | Become sensitive to new and emerging issues in etiquette | | | | | | | PO4, PO6, PO7 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | https://accountingexplained.com/managerial/capital-budgeting/ | | | | | | | | | | | | |
| 2. | http://www.studyfinance.com/lessons/workcap/ | | | | | | | | | | | | |
| 3. | Journal of International Financial Management & Accounting | | | | | | | | | | | | |
| 4. | The Management Accountant Journal - icmai-rnj.in | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition. | | | | | | | | | | | | |
| 2. | Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noula: HarperCollins | | | | | | | | | | | | |
| 3. | Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education. | | | | | | | | | | | | |
| 4. | Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House. | | | | | | | | | | | | |
| 5. | Travis, R. (2013). Tech Eliquette: OMG, 2 Edition, RLT Publishing. | | | | | | | | | | | | |
| 6. | Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition. | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | 2 |  | 2 | 2 |  |
| **CO 2** |  |  |  | 2 |  | 2 | 2 |  |
| **CO 3** |  |  |  | 2 |  | 2 | 2 |  |
| **CO 4** |  |  |  | 2 |  | 2 | 2 |  |
| **CO 5** |  |  |  | 2 |  | 2 | 2 |  |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Soft Skills III – Computing Skills** | Soft Skills | - | - | 2 | - | 2 | | 30 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To create awareness and understanding on the basic functions of MS Excel | | | | | | | | | | | | |
| C2 | To elucidate the students on the various advanced functions of MS Excel | | | | | | | | | | | | |
| C3 | To educate the students on MS Access and its application in database management | | | | | | | | | | | | |
| C4 | To enable the students to understand the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs | | | | | | | | | | | | |
| C5 | To enable the students learn the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing. | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | MS Excel – Basic Functions - Workbook – Building – modifying - navigating; Worksheet – Auto fill copying and moving cells, inserting and deleting rows, printing; Formulas and functions-Troubleshooting formulas, Functions and its forms like database, reference, Databases – creating, sorting filtering and linking. | | | | | | | 6 | | | C1 | | |
| II | MS Excel Advanced Functions – Vlookup – Hlookup – Charts – Count - Countif – Sum - Sumif – Product – Sumproduct.  Functions: Mathematical - Financial - logic – Text - Statistical | | | | | | | 6 | | | C2 | | |
| III | MS Access – Components, creating a database and project, import and exporting, customizing; Tables – creating and setting fields; Queries – types, creating, wizards – Reports – creating and layout. | | | | | | | 6 | | | C3 | | |
| IV | Cloud based apps – Google Drive, Google Sheets, Google Docs, | | | | | | | 6 | | | C4 | | |
| V | Cloud based apps - Google Forms, Google Slides – Google Cloud Print | | | | | | | 6 | | | C5 | | |
|  | **Total** | | | | | | | **30** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Have awareness and understanding on the basic functions of MS Excel | | | | | | | PO4, PO6, PO7 | | | | | |
| **CO2** | Know the advanced functions of MS Excel | | | | | | | PO4, PO6, PO7 | | | | | |
| **CO3** | Possess knowledge on MS Access and its application in database management | | | | | | | PO2, PO4, PO6, PO7 | | | | | |
| **CO4** | Understand and possess knowledge on the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs | | | | | | | PO4, PO5, PO6, PO7 | | | | | |
| **CO5** | Understand and be aware of the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing. | | | | | | | PO4, PO6, PO7 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | Humphrey M.L., Excel For Beginners, Kindle Edition, 2017 | | | | | | | | | | | | |
| 2. | Richard Rost, Learning MS Access Kindle Edition, 2013 | | | | | | | | | | | | |
| 3. | Sachin Srivastava, Google Cloud Platform, Kindle Edition, 2021 | | | | | | | | | | | | |
| 4. | Valarie Lestourgeon, A Beginner’s Guide to GCP, Kindle Edition, 2021 | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition. | | | | | | | | | | | | |
| 2. | Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noula: HarperCollins | | | | | | | | | | | | |
| 3. | Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education. | | | | | | | | | | | | |
| 4. | Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House. | | | | | | | | | | | | |
| 5. | Travis, R. (2013). Tech Eliquette: OMG, 2 Edition, RLT Publishing. | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | 3 |  | 3 | 3 |  |
| **CO 2** |  |  |  | 3 |  | 3 | 3 |  |
| **CO 3** |  | 3 |  | 3 | 3 | 3 | 3 |  |
| **CO 4** |  |  |  | 3 | 3 | 3 | 3 |  |
| **CO 5** |  |  |  | 3 |  | 3 | 3 |  |

**3-Strong 2-Medium 1-Low**

**SEMESTER III**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Information Systems for Business** | Core | 4 | - | - | - | 4 | | 45 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To enable students to understand the fundamentals of information system and its role of information in managerial decision making | | | | | | | | | | | | |
| C2 | To throw light on fundamentals of information systems like TPS, DSS, and EIS. | | | | | | | | | | | | |
| C3 | To manage system applications and data to best support functional areas of business | | | | | | | | | | | | |
| C4 | To provide insights in securely managing database and information using the process of | | | | | | | | | | | | |
| C5 | To elucidate the need and importance of ERP, its selection and implementation in workplace | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | Introduction to information system**-**The management, structure and activities- Information needs and sources-Types of management decisions and information need. System classification Elements of system, input, output, process and feedback. | | | | | | | 12 | | | C1 | | |
| II | Transaction Processing information system, Office Automation System (OAS) - Knowledge workers System(KWS); MIS; Information system for managers, Intelligence information system –Decision support system-Executive information systems. | | | | | | | 12 | | | C2 | | |
| III | Functional Management Information System: Production / Operations Information system, Marketing Information Systems, Accounting Information system, Financial Information system, Human resource Information system. | | | | | | | 12 | | | C3 | | |
| IV | System Analysis and Design: The work of a system analyst- SDLC-System design – AGILE Model – Waterfall Model – Spiral Model – Iterative and Incremental Model - RAD Model - Requirement analysis-Data flow diagram, relationship diagram, design- Implementation-Evaluation and maintenance of MIS, Database System: Overview of Database- Components-advantages and disadvantages of database; Data Warehousing and Data Mining; Business Intelligence; Artificial Intelligence; Expert System; Big Data; Cyber Safety and Security- Cryptography; RSA Model of Encryption; Data Science - Block Chain Technology; E-commerce and E-Business models; IOT - RFID. | | | | | | | 12 | | | C4 | | |
| V | Enterprise Resource Planning (ERP) System, Benefits of the ERP, ERP how different from conventional packages , Need for ERP , ERP components , Selection of ERP Package, ERP implementation, Customer Relationship management. Organisation & Types, Decision Making, Data & information, Characteristics & Classification of information, Cost & value of information, various channels of information and MIS; Information system audit and control – E-Governance. | | | | | | | 12 | | | C5 | | |
|  | **Total** | | | | | | | **60** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Learn the importance of data and information in managerial decision making. | | | | | | | PO1, PO2, PO6 | | | | | |
| **CO2** | Possess on the various IS and the its relevance to Organizational environment | | | | | | | PO3, PO5, PO8, | | | | | |
| **CO3** | Understand the application of IS on the various functions like Accounting, Finance, Marketing, Operations and HR | | | | | | | PO1, PO3, PO5, PO8 | | | | | |
| **CO4** | To study the various models and new technologies | | | | | | | PO1, PO2, PO6, PO7 | | | | | |
| **CO5** | Be exposed on the importance of selecting the appropriate ERP and its implementation | | | | | | | PO1, PO2, PO5, PO8 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | Information Systems for Business and Beyond – opentextbooks.site. | | | | | | | | | | | | |
| 2. | Management Information Systems: Managing the Digital firm – www.textbooks.com | | | | | | | | | | | | |
| 3. | Information systems Journal – Wiley Online Library. | | | | | | | | | | | | |
| 4. | Information Systems management in Business and development organisations – Harekrishna Misra – PHI Learning. | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Azam, M., Management Information System, McGrawHill Education, 2012 | | | | | | | | | | | | |
| 2. | Laudon, K., Laudon, J. and Dass, R., Management Information Systems – Managing the Digital Firm, 11th Edition, Pearson, 2010. | | | | | | | | | | | | |
| 3. | Murdick, R.G., Ross, J.E. and Claggett, J.R., Information Systems for Modern Management, 3rd Edition, PHI, 2011. | | | | | | | | | | | | |
| 4. | O’Brien, J.A., Morakas, G.M. and Behl, R., Management Information Systems, 9th Edition, Tata McGraw-Hill Education, 2009. | | | | | | | | | | | | |
| 5. | Saunders, C.S. and Pearson, K.E., Managing and Using Information Systems, 3rd Edition, Wiley India Pvt. Ltd., 2009. | | | | | | | | | | | | |
| 6. | Stair, R. and Reynolds, G., Information Systems, 10th Edition, Cengage Learning,2012. | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** | 3 | 2 |  |  |  | 3 |  |  |
| **CO 2** |  |  | 3 |  | 3 |  |  | 3 |
| **CO 3** | 2 |  | 3 |  | 2 |  |  | 3 |
| **CO 4** | 3 | 3 |  |  |  | 2 | 3 |  |
| **CO 5** | 3 | 2 |  |  | 2 |  |  | 3 |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **EMPLOYABILITY SKILLS** | Extra Disciplinary | 3 | - | - | - | 3 | | 45 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To learn about the employability skills | | | | | | | | | | | | |
| C2 | To understand dimensions of task oriented skills | | | | | | | | | | | | |
| C3 | To study on critical problem-solving techniques | | | | | | | | | | | | |
| C4 | To develop employability skills | | | | | | | | | | | | |
| C5 | To understand the logical and reasoning skills | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | **INTRODUCTION TO EMPLOYABILITY SKILLS**  Meaning – Definition – Hard skills and soft  skills –Employability skills and vocational skills – Employability and employment –  Employability attributes. | | | | | | | 9 | | | C1 | | |
| II | **UNPACKING EMPLOYABILITY SKILLS**  Embedded employability skills – Dimensions of  competency – Task skills –Task Management skills – Contingency Management skills –  Job/Role Environment skills. | | | | | | | 9 | | | C2 | | |
| III | **INTER – RELATIONSHIPS OF EMPLOYABILITY SKILLS**  Communication – Team work –  Problem solving – Initiative and Enterprise – Planning and Organizing – Self management –  Learning – Technology. | | | | | | | 9 | | | C3 | | |
| IV | **RESUME WRITING**  Meaning – Features of good resume – Model (Exercise). Etiquettes – Dress, Cleanliness, Etiquettes to be followed inside the employment seeking process. | | | | | | | 9 | | | C4 | | |
| V | **Arithmetic and Logical Reasoning Skills – Exercise.** | | | | | | | 9 | | | C5 | | |
|  | **Total** | | | | | | | **45** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | | | | | | |
| **CO1** | Acquire employability skills | | | | | | | PO4, PO6, PO7 | | | | | |
| **CO2** | understand dimensions of task oriented skills | | | | | | | PO4, PO6, PO7 | | | | | |
| **CO3** | study on critical problem-solving techniques | | | | | | | PO4, PO6, PO7 | | | | | |
| **CO4** | develop employability skills | | | | | | | PO4, PO6, PO7 | | | | | |
| **CO5** | understand the logical and reasoning skills | | | | | | | PO4, PO6, PO7 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | <https://www.jobjumpstart.gov.au/article/what-are-employability-skills> | | | | | | | | | | | | |
| 2. | <https://www.simplilearn.com/why-are-employability-skills-important-article> | | | | | | | | | | | | |
| 3. | <https://blog.hubspot.com/marketing/employability-skills> | | | | | | | | | | | | |
| 4. | <https://www.indeed.com/career-advice/finding-a-job/employability-skills> | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Soft Skills, Dr. K. Alex | | | | | | | | | | | | |
| 2. | Winning Interview Skills, Complied & Edited by J.K. Chopra. | | | | | | | | | | | | |
| 3. | A Modern Approach to Verbal and Non- Verbal Reasoning, R. S. Aggarwal. | | | | | | | | | | | | |
| 4. | Fafinski, S., Finch, E. (2014). Employability Skills for Law Students. United Kingdom: OUP Oxford. | | | | | | | | | | | | |
| 5. | Trought, F. (2017). Brilliant Employability Skills: How to Stand Out from the Crowd in the Graduate Job Market. United Kingdom: Pearson Education Limited. | | | | | | | | | | | | |
| 6. | Chaita, M. V. (2016). Developing Graduate Employability Skills: Your Pathway to Employment. United States: Universal Publishers. | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | 3 |  | 3 |  |  |
| **CO 2** |  |  |  | 3 |  | 3 |  |  |
| **CO 3** |  | 2 |  | 3 |  | 3 |  |  |
| **CO 4** |  |  |  | 3 | 2 | 3 | 1 |  |
| **CO 5** |  |  |  | 3 |  | 3 |  |  |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Soft Skills IV – Leadership & Team Building Skills** | Soft Skills | - | - | 2 | - | 2 | | 30 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To understand the characteristics, style, traits of leaders, and theories of leadership. | | | | | | | | | | | | |
| C2 | To learn more about self-leadership and developing team-building skills through case studies and examples. | | | | | | | | | | | | |
| C3 | To understand how to form, manage and lead the team. | | | | | | | | | | | | |
| C4 | To understand the measures of conflict in a team | | | | | | | | | | | | |
| C5 | To explore team roles & processes in developing and managing a team | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | **Leadership Theories:** Nature of leadership theories & models of leadership - attributes of effective leaders - traits of leadership - interpersonal competence & leadership | | | | | | | 6 | | | C1 | | |
| II | **Leadership Styles:** Leadership qualities -styles of leadership -attitudes-role models & new leadership - cultural differences and diversity in leadership - leader behaviour leadership in different countries- leadership ethics & social responsibility. | | | | | | | 6 | | | C2 | | |
| III | **Leadership Skills:** Leadership skills - Leadership & management - transactional & transformational in leadership -Strength based leadership in practice - Tasks & Relationship approach in leadership - influence tactics of leaders- motivation and coaching skills. Establishing constructive climate- listening to out group members- communication and conflict resolution skills. | | | | | | | 6 | | | C3 | | |
| IV | **Team Work:** Working in group & teams - characteristics of effective team- types- team development: Tuckman's team development stages- Belbin team roles - Ginnett - team effectiveness leadership model. | | | | | | | 6 | | | C4 | | |
| V | **Exploring team roles & processes:** mapping the stages of group development -Building: and developing teams-overcoming resistance coping and conflict and Ego-leading a team managing meetings. | | | | | | | 6 | | | C5 | | |
|  | **Total** | | | | | | | **30** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Critical understanding of theories and concepts of leadership and teamwork in organizations | | | | | | | PO4, PO5, PO6, PO7 | | | | | |
| **CO2** | Critical awareness of the importance of teamwork and development of the skills for building effective teams | | | | | | | PO4, PO5, PO6, PO7 | | | | | |
| **CO3** | Understanding of the techniques and practical understanding of how to apply theories and concepts to improve leadership skills. | | | | | | | PO2, PO4, PO5, PO6, PO7 | | | | | |
| **CO4** | Development of skills in effective leadership and professional communication | | | | | | | PO4, PO5, PO6, PO7 | | | | | |
| **CO5** | Demonstrate effective written communication skills for plans, strategies and outcomes. | | | | | | | PO4, PO6, PO7 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | Uday Kumar Haldar, Leadership and Team Building, | | | | | | | | | | | | |
| 2. | D.K. Tripathy, Team Building and Leadership with Texts and Cases, Himalaya Publishing House, 2014 | | | | | | | | | | | | |
| 3. | International Journal on Leadership, Publishing India Group | | | | | | | | | | | | |
| 4. | International Journal of Organizational Leadership, CIKD | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition. | | | | | | | | | | | | |
| 2. | Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noula: HarperCollins | | | | | | | | | | | | |
| 3. | Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education. | | | | | | | | | | | | |
| 4. | Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House. | | | | | | | | | | | | |
| 5. | Travis, R. (2013). Tech Eliquette: OMG, 2 Edition, RLT Publishing. | | | | | | | | | | | | |
| 6. | Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition. | | | | | | | | | | | | |

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | 3 | 3 | 3 | 3 |  |
| **CO 2** |  |  |  | 3 | 3 | 3 | 3 |  |
| **CO 3** |  | 3 |  | 3 | 3 | 3 | 3 |  |
| **CO 4** |  |  |  | 3 | 3 | 3 | 3 |  |
| **CO 5** |  |  |  | 3 |  | 3 | 3 |  |

**3-Strong 2-Medium 1-Low**

**Specialization Courses: Finance Management**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | **Inst. Hours** | **Marks** | | |
| **CIA** | **External** | **Total** |
| 1 | Corporate Finance | Elective | 3 | - | - | 1 | 3 | 3 | 25 | 75 | 100 |
| 2 | Security Analysis and Portfolio Management | Elective | 3 | - | - | 1 | 3 | 3 | 25 | 75 | 100 |
| 3 | Tax Management | Elective | 3 | - | - | 1 | 3 | 3 | 25 | 75 | 100 |
| 4 | Merchant Banking and Financial Services | Elective | 3 | - | - | 1 | 3 | 3 | 25 | 75 | 100 |
| 5 | Derivatives Management | Elective | 2 | - | 1 | - | 3 | 3 | 25 | 75 | 100 |
| 6 | Banking and Insurance | Elective | 2 | - | 1 | - | 3 | 3 | 25 | 75 | 100 |
| 7 | Behavioural Finance | Elective | 2 | - | 1 | - | 3 | 3 | 25 | 75 | 100 |
| 8 | Financial Modelling | Elective | 2 | - | 1 | - | 3 | 3 | 25 | 75 | 100 |
| 9 | Capital Markets and Financial Services | Elective | 2 | - | 1 | - | 3 | 3 | 25 | 75 | 100 |
| 10 | Financial Planning and Wealth Management | Elective | 2 | - | 1 | - | 3 | 3 | 25 | 75 | 100 |
| 11 | Fixed Income Securities | Elective | 3 | - | - | - | 3 | 3 | 25 | 75 | 100 |
| 12 | Fintech and Investment Analysis**@** | Elective | - | - | 3 | - | 3 | 3 | 40 | 60 | 100 |
| 13 | International Financial Management | Elective | 2 | - | 1 | - | 3 | 3 | 25 | 75 | 100 |
| 14 | Risk Management in Banks | Elective | 2 | - | 1 | - | 3 | 3 | 25 | 75 | 100 |

**@ This is a hands on Computer Laboratory Practical course.**

**# Choose any 6 elective papers from the above list in discussion with your HOD or Head.**

**SPECIALIZATION COURSES: FINANCE MANAGEMENT**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Corporate Finance** | Elective | 3 | - | - | 1 | 3 | | 3 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To familiarize the students with the fundamental understanding of corporate finance. | | | | | | | | | | | | |
| C2 | To create awareness and understanding on the Indian capital market, the various sources of capital and role of SEBI. | | | | | | | | | | | | |
| C3 | To throw light on the investment techniques on the investment decision making | | | | | | | | | | | | |
| C4 | To educate the students on the various sources of international finance available to the Indian companies. | | | | | | | | | | | | |
| C5 | To elucidate on the various modes through which corporate can go international and multinational collaboration can be made. | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | **Introduction to Corporate Finance:** Corporate – Nature and Scope – Role of Financial Institution – Valuation of the Firm – Time value of money concepts. | | | | | | | 09 | | | C1 | | |
| II | **Indian Capital Market** – Basic problem of Industrial Finance in India. Fiscal Policies, Government Regulations affecting Capital Market – Role of SEBI –Stock Markets - Equity–Debenturefinancing–GuidelinesfromSEBI,advantagesanddisadvantages | | | | | | | 09 | | | C2 | | |
| III | **Investment Decision:** Investment Analysis – Risk Analysis - Probability Approach. Business Failures, Mergers, Consolidations and liquidation. | | | | | | | 09 | | | C3 | | |
| IV | **Finance from international sources,** – role of EXIM bank and commercial banks – Finance for rehabilitation of sick units. Inflation and Financial Decisions. | | | | | | | 09 | | | C4 | | |
| V | **Foreign Collaboration** – FDI and FIIS Business Ventures Abroad. International Financial Institutions & Multinational Corporations; Global Minimum Tax | | | | | | | 09 | | | C5 | | |
|  | **Total** | | | | | | | **45** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Understand the fundamentals of corporate finance. | | | | | | | PO4, PO6 | | | | | |
| **CO2** | Summarize the role of SEBI and the structure of Indian capital market. | | | | | | | PO4, PO6, PO7 | | | | | |
| **CO3** | Analyze the various investment techniques and the investment decision making. | | | | | | | PO2, PO7 | | | | | |
| **CO4** | Appraise the various sources of finance that are available to the Indian companies. | | | | | | | PO6, PO7 | | | | | |
| **CO5** | Categorize the various modes through which corporate can go international and multinational. | | | | | | | PO6, PO7 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | Jeffery Haas, Corporate Finance in a Nutshell, Kindle Edition, 2021 | | | | | | | | | | | | |
| 2. | Mike Piper, Corporate Finance made simple, Kindle Edition, 2020 | | | | | | | | | | | | |
| 3. | Journal of Corporate Finance, Elsevier | | | | | | | | | | | | |
| 4. | The Review of Corporate Finance, Oxford Academic | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Brealey,R.A.,Myers,S.C.,Allen,F.andMohanty,P.,PrinciplesofCorporateFinance,12thEdition, Paperback,TataMcGraw-HillPublishers,2018. | | | | | | | | | | | | |
| 2. | Damodaran,A.,AppliedCorporateFinance, 4thEdition,Wiley,2015. | | | | | | | | | | | | |
| 3. | Damodaran,A.,CorporateFinance:TheoryandPractice,2ndEdition Paperback,WileyIndiaPvtLtd.,2007. | | | | | | | | | | | | |
| 4. | Kidwell,D.andParrino,R.,FundamentalsofCorporateFinance,WileyIndiaPvt.Ltd.,2011. | | | | | | | | | | | | |
| 5. | Madura,J.,InternationalCorporateFinance,10thEdition,CengageLearning,2012. | | | | | | | | | | | | |
| 6. | Viswanath, S., Cases in Corporate Finance, McGraw-HillEducation,2009. | | | | | | | | | | | | |

**CO-PO Mapping**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | 2 |  | 2 |  |  |
| **CO 2** |  |  |  | 2 |  | 2 | 2 |  |
| **CO 3** |  | 3 |  |  |  |  | 3 |  |
| **CO 4** |  |  |  |  |  | 2 | 3 |  |
| **CO 5** |  |  |  |  |  | 2 | 2 |  |

**3-Strong 2-Medium 1-Low**

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Security Analysis and Portfolio Management** | Elective | 3 | - | - | 1 | 3 | | 3 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To provide insight about the relationship of the risk and return and how risk should be measured to bring about a return according to the expectations of the investors in investment avenues and securities market. | | | | | | | | | | | | |
| C2 | To provide an overview of the operation of the securities markets and the mechanics of trading securities in stock exchanges. | | | | | | | | | | | | |
| C3 | To ensure acquaintance of in-depth understanding of fundamental analysis tools to make optimum investment decision. | | | | | | | | | | | | |
| C4 | To analyze stock price behavior in market, that is affected by various factors by calculating various technical indicators using Technical Analysis. | | | | | | | | | | | | |
| C5 | To enable the students with a basic introduction to portfolio theory and study various methods of modeling the risk associated with stock investment. | | | | | | | | | | | | |
| **Syllabus** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | **Investment** - Concept of investment-importance-alternate forms of investment-LIC schemes-bank deposits-government securities-mutual fund schemes-post office schemes-provident fund-company deposits-real estate- Gold and Silver- Growth adjusted value investing strategy; G-Secs; P-note investments. Concepts of risk and return, measurement of risk is measured in terms of standard deviation and variance, the relationship between risk and return. | | | | | | | 9 | | | C1 | | |
| II | **Securities Market** - Investment Environment; Financial Market - Segments – Types - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI, NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –SEBI.ESG, Stop loss, Fat finger trades, circuit breaker, T+1 and T+2 settlement, Funding of Social Sector; open interest volume and prices; free float in listed companies; Algo trading; Block Chain Technology. | | | | | | | 9 | | | C2 | | |
| III | **Fundamental Analysis** - Economic Analysis – Forecasting techniques. Industry Analysis; Industry classification, Industry life cycle – Company Analysis. Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios. | | | | | | | 9 | | | C3 | | |
| IV | **Technical Analysis -** Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend –Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory. | | | | | | | 9 | | | C4 | | |
| V | **Portfolio Management -**Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision –Portfolio Evaluation | | | | | | | 9 | | | C5 | | |
|  | **Total** | | | | | | | **45** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Understand the role of Risk Return propositions in securities analysis such as fixed income securities, preference shares and ordinary shares. | | | | | | | PO2, PO6, PO7 | | | | | |
| **CO2** | Explain the apprehend role, functions and key players in the securities market and the trading system of the stock market | | | | | | | PO2, PO4, PO6, PO7 | | | | | |
| **CO3** | Analyze the investment decisions with the help of fundamental analysis techniques. | | | | | | | PO2, PO4, PO7, PO8 | | | | | |
| **CO4** | Appraise the stock price movements and its behavior with the help of technical analysis techniques. | | | | | | | PO4, PO6 PO7 | | | | | |
| **CO5** | Write the benefit of diversification of holding a portfolio of assets, and the importance played by the market portfolio. | | | | | | | PO6, PO7 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | Falguni, H. Pandya, Security Analysis and Portfolio Management, PHI Learning, 2015 | | | | | | | | | | | | |
| 2. | Ambika Prasad Dash, Security Analysis and Portfolio Management, I.K. International, 2009 | | | | | | | | | | | | |
| 3. | The Jounal of Portfolio Management, Springer | | | | | | | | | | | | |
| 4. | Financial Markets and Portfolio Management, Scimago Journal and Country Rank | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Kevin, S., Security Analysis and Portfolio Management, PHI Learning, Second Edition, 2015. | | | | | | | | | | | | |
| 2. | Prasanna Chandra, P., Investment Analysis and Portfolio Management, Tata McGraw-Hill Education, 5th Edition, 2017. | | | | | | | | | | | | |
| 3. | Donald E. Fischer & Ronald J. Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2018. | | | | | | | | | | | | |
| 4. | Khatri, D.K., Security Analysis and Portfolio Management, Macmillan Publishers India, First Edition, 2014. | | | | | | | | | | | | |
| 5. | Ranganathan, M. and Madhumathi, R., Security Analysis and Portfolio Management, 2ndEdition, Pearson, 2015. | | | | | | | | | | | | |
| 6. | Reilly, F. and Brown, K. C., Analysis of Investments and Portfolio Management, Cengage Learning, 11th Edition, 2019. | | | | | | | | | | | | |

**CO-PO Mapping**

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  | 3 |  |  |  | 3 | 3 |  |
| **CO 2** |  | 3 |  | 2 |  | 3 |  |  |
| **CO 3** |  | 3 |  | 3 |  | 2 |  |  |
| **CO 4** |  |  |  | 2 |  | 3 | 3 |  |
| **CO 5** |  |  |  |  |  | 2 | 3 |  |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Tax Management** | Elective | 3 | - | - | 1 | 3 | | 3 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To make an understanding on the tax system | | | | | | | | | | | | |
| C2 | To enrich on taxation procedure under different heads of income. | | | | | | | | | | | | |
| C3 | To create awareness on deductions, set off and carry forwards in tax management. | | | | | | | | | | | | |
| C4 | To enable computation of taxable income. | | | | | | | | | | | | |
| C5 | To provide insight knowledge on direct tax system | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | Introduction: Income Tax Law – important concepts -Scheme of Taxation –types of Taxes, concept, objectives canons of Taxation and factors to be considered for Tax Planning - Tax exemption – Residential status–Tax free incomes. | | | | | | | 9 | | | C1 | | |
| II | Heads of Income – Salaries, definition of salary, Fringe benefits and perquisites, Profit in lieu of salary and tax planning avenues for salary income, Income from house property, profits and gains of Business of profession, capital gains- Provisions relating to Capital Gains Tax and exemptions from Capital Gains Tax-Income from other sources - basis of charge; chargeable incomes; specific deductions; amount not deductible; computation of taxable income from other sources. | | | | | | | 9 | | | C2 | | |
| III | Deductions to be made in computing total income – Resales and Reliefs of Income tax–Taxation of Non-Residents. Income –tax Payment and Assessment-Tax deduction at source; advance tax; self-assessment tax assessment procedure - Filing of Income Tax Returns – Provisions, Forms and Due Dates, Notices and Assessments –Regular and best judgment assessment revision, rectification and appeal, provision relating to interest and refund of tax. | | | | | | | 9 | | | C3 | | |
| IV | Corporate Taxation - Computation of taxable income, Carry-forward and set-off of losses for companies, Minimum Alternative Tax (MAT), Set-off and Carry-forward of Amalgamation Losses.  Tax planning in capital budgeting decision, leasing, hire purchase or buy decision raising of capital: equity, debt or preference share, transfer pricing and its impact, tax Provisions for Venture Capital Funds | | | | | | | 9 | | | C4 | | |
| V | Wealth Tax and Other Direct Taxes- Wealth Tax Act and Rules, definition of Wealth and Its Components Wealth escaping Assessment, Assets Exempt from Wealth Tax, Gift Tax Act and Rules and Estate Duty Act.  Assessment of Trusts and Assessment of companies – Deemed income under MAT Scheme – Tax on income by UTI or Mutual fund – Venture Capital Company/Venture Capital Funds. | | | | | | | 9 | | | C5 | | |
|  | **Total** | | | | | | | **45** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Objectives** | | | | | |
| **CO1** | State the basic concepts of tax management system in India. | | | | | | | C1 | | | | | |
| **CO2** | Discuss the taxation procedure involved under different heads of income. | | | | | | | C2 | | | | | |
| **CO3** | Calculate on the deduction procedures, set off and carry forward procedures. | | | | | | | C3 | | | | | |
| **CO4** | Analyze the ways to compute total taxable income. | | | | | | | C4 | | | | | |
| **CO5** | Prepare direct tax system | | | | | | | C5 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | Direct Taxes Law and Practice, Vinld K Singhania and Kapil Singhania, Taxmann, 2021 | | | | | | | | | | | | |
| 2. | Income Tax ready reckoner for 2021-22 e-book, Taxguru. | | | | | | | | | | | | |
| 3. | https://www.incometaxindia.gov.in/Documents/Aarohan-itd-2022-e-book.pdf | | | | | | | | | | | | |
| 4. | Direct Taxes Ready Reckoner, AY 2021-22 & 2022-23, Vinod K. Singhania, Taxmann | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | StudentsGuidetoIncomeTaxbyDr.VinodK.SinghaniaandMonicaSinghania,Taxmann's flagship publication,LatestEdition. | | | | | | | | | | | | |
| 2. | IndirectTaxbyVinodK.SinganiaTaxmann's flagship publication,LatestEdition | | | | | | | | | | | | |
| 3. | Iyengar,AC.,SampatLawofIncomeTax.Allahabad,BharatLawHouse. LatestEdition. | | | | | | | | | | | | |
| 4. | Dr.H.C.Mehrotra, Dr.S.P Goyal, Jai Narain Vyas, Income taa and Indirect taxes, SahithyaBhagwanPublications,LatestEdition. | | | | | | | | | | | | |
| 5. | T.S.Reddy, Y.Hariprasad Reddy, Income Tax Theroy, Law Practice, Margham Publishers, Latest Edition. | | | | | | | | | | | | |
| 6. | StudentsGuidetoIncomeTaxbyDr.VinodK.SinghaniaandMonicaSinghania,Taxmann's flagship publication,LatestEdition. | | | | | | | | | | | | |

**CO-PO MAPPING**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  | 2 |  |  |  | 3 | 3 |  |
| **CO 2** |  |  |  |  |  | 3 | 3 |  |
| **CO 3** |  |  |  |  |  | 3 | 3 |  |
| **CO 4** |  |  |  |  |  | 3 | 3 |  |
| **CO 5** |  |  |  |  |  | 3 | 3 |  |

**3-Strong 2-Medium 1-Low**

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Merchant Banking and Financial Services** | Elective | 3 | - | - | 1 | 3 | | 3 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To enable a better understanding of the financial structure in India and various regulations in the Merchant Banking domain and also throw light on the rules and regulations governing the Indian securities market. | | | | | | | | | | | | |
| C2 | To familiarize the students with public issue management mechanism, role of issue manager, SEBI guidelines and marketing of securities. | | | | | | | | | | | | |
| C3 | To create an understanding on the trends in financial services, merger and acquisition, portfolio management services and credit rating. | | | | | | | | | | | | |
| C4 | Provide exposure to fund based financial services such as leasing and hire purchasing, financial evaluation. | | | | | | | | | | | | |
| C5 | Students can understand other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital. | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | Merchant Banking: Introduction–An Overview of Indian Financial System–Merchant Banking in India–Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank - Legal and Regulatory Framework –Relevant Provisions of Companies Act- SERA- SEBI Guidelines - FEMA, etc. –Relation with Stock Exchanges and OTCEI. | | | | | | | 9 | | | C1 | | |
| II | Issue management: Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments –Issue Pricing – Book Building – Preparation of Prospectus – Selection of Bankers – Advertising Consultants etc.- Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option–E-IPO, Private Placement–Bought out Deals–Placement with FIs, MFs, FIIs, etc. Off-Shore Issues.–Issue Marketing–Advertising Strategies – NRI Marketing–Post Issue Activities. | | | | | | | 9 | | | C2 | | |
| III | Fee based financial services:  Mergers and Acquisitions-Portfolio Management Services – Credit Syndication –Credit Rating – Business Valuation. | | | | | | | 9 | | | C3 | | |
| IV | Fund based financial services: Leasing and Hire Purchasing Basics of Leasing and Hire purchasing–Financial Evaluation. | | | | | | | 9 | | | C4 | | |
| V | Other fund based financial services: Consumer Credit – Credit Cards – Real Estate Financing–Bills Discounting – factoring and Forfeiting–Venture Capital. | | | | | | | 9 | | | C5 | | |
|  | **Total** | | | | | | | **45** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | | | | | | |
| **CO1** | Recognize the financial structure in India and various regulations in the Merchant Banking Domain. Recall the rules and regulations governing the Indian securities market. | | | | | | | PO4, PO6 | | | | | |
| **CO2** | Identify the public issue management mechanism, various forms of issues, role of issue manager, SEBI guidelines and marketing of securities. | | | | | | | PO2, PO6 | | | | | |
| **CO3** | Appraise the recent trends in financial services, merger and acquisition, portfolio management services and credit rating. | | | | | | | PO2, PO4, PO6 | | | | | |
| **CO4** | Estimate on the fund based financial services such as leasing and hire purchasing, financial evaluation. | | | | | | | PO2, PO6 | | | | | |
| **CO5** | Plan on other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital. | | | | | | | PO4, PO6 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | Swati Dawan, Merchant Banking and Financial Services, Mcgraw Hill Education, 2011 | | | | | | | | | | | | |
| 2. | Pathak Barthi, Indian Financial System, 5th Edition, Pearson Education, 2018 | | | | | | | | | | | | |
| 3. | Indian Journal of Finance, ISSN: 0973-8711, Researchgate | | | | | | | | | | | | |
| 4. | Journal of Corporate Finance, Elsevier | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | M.Y.Khan,FinancialServices,TataMcGraw-Hill,12thEdition,2012 | | | | | | | | | | | | |
| 2. | NaliniPravaTripathy,Financial Services, PHI Learning,2011. | | | | | | | | | | | | |
| 3. | Machiraju,Indian Financial System,Vikas Publishing House, 2nd Edition,2010. | | | | | | | | | | | | |
| 4. | J.C.Verma,AManualofMerchantBanking,BharathPublishingHouse,NewDelhi, | | | | | | | | | | | | |
| 5. | VarshneyP.N.&MittalD.K.,IndianFinancialSystem,SultanChand&Sons,NewDelhi. | | | | | | | | | | | | |
| 6. | Sasidharan,FinancialServicesandSystem,TataMcgrawHill,NewDelhi. | | | | | | | | | | | | |

**CO-PO MAPPING**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | 2 |  | 2 |  |  |
| **CO 2** |  | 2 |  |  |  | 2 |  |  |
| **CO 3** |  | 2 |  | 2 |  | 2 |  |  |
| **CO 4** |  | 2 |  |  |  | 2 |  |  |
| **CO 5** |  |  |  | 2 |  | 2 |  |  |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Derivatives Management** | Elective | 2 | - | 1 | - | 3 | | 3 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To familiarize and enable the students to understand the fundamentals of Derivatives and its types. | | | | | | | | | | | | |
| C2 | To throw light on forward and futures contract. | | | | | | | | | | | | |
| C3 | To educate the students on Options. | | | | | | | | | | | | |
| C4 | To elucidate the various Option Pricing models. | | | | | | | | | | | | |
| C5 | To educate the students on the indices of various derivative instruments | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | Introduction: Derivatives – Definition –Types – participants and functions- Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives, Risks in Derivatives. | | | | | | | 9 | | | C1 | | |
| II | Forward contracts – Futures contracts – structure of forward & futures markets - Types of Futures Contracts -Margin Requirements – Marking to Market – Hedging using Futures –– Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices. | | | | | | | 9 | | | C2 | | |
| III | Options -Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – organized options trading – listing requirements – contract size – exercise prices – expiration dates – position & exercise limits -American and European Options – Intrinsic Value and Time Value of Options – Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models –Differences between future and Option contracts. | | | | | | | 9 | | | C3 | | |
| IV | Principles of Option pricing – Put Call Parity relationship – Option pricing models – The Black Scholes Model – The Binomial model – Principles of forward and future pricing – the cost of carry model. | | | | | | | 9 | | | C4 | | |
| V | Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives. | | | | | | | 9 | | | C5 | | |
|  | **Total** | | | | | | | **45** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | List the fundamentals of Derivatives and its types. | | | | | | | PO4, PO6 | | | | | |
| **CO2** | Classify the Forward and Future Contracts. | | | | | | | PO6, PO7 | | | | | |
| **CO3** | Assess the Options. | | | | | | | PO6, PO7 | | | | | |
| **CO4** | Summarize the various Option Pricing models. | | | | | | | PO6, PO7 | | | | | |
| **CO5** | Generalize the knowledge on the indices of various Derivative Instruments. | | | | | | | PO6, PO7 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | Aron Gottesman, Derivatives Essentials: An Introduction to Forwards, Futures and Options and Swaps, Wiley, 2016 | | | | | | | | | | | | |
| 2. | ArkadevChatterje, Robert A. Jarrow, An Introduction to Derivative Securities, Financial Markets, and Risk Management, World Scientific, Kindle Edition, | | | | | | | | | | | | |
| 3. | International Journal of Financial Markets and Derivatives, Inderscience Publishers | | | | | | | | | | | | |
| 4. | Journal of Risk and Financial Management, MDPI | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Chance, D. and Brooks, R., Derivatives and Risk Management Basics, South Western, 10th edition, 2015. | | | | | | | | | | | | |
| 2. | S.L. Gupta, Financial Derivatives, Theory, Concepts and Problems, PHI Learning 2nd edition, 2017 | | | | | | | | | | | | |
| 3. | Hull, J.C. and Basu, S., Options, Futures and Other Derivatives, Pearson, 10th Edition, 2018. | | | | | | | | | | | | |
| 4. | [Patrick Boyle](https://www.google.com/search?biw=1366&bih=657&tbm=bks&tbm=bks&q=inauthor:%22Patrick+Boyle%22&sa=X&ved=2ahUKEwi6svfmubv4AhVER2wGHQkzAcwQ9Ah6BAgGEAU), ‎[Jesse McDougall](https://www.google.com/search?biw=1366&bih=657&tbm=bks&tbm=bks&q=inauthor:%22Jesse+McDougall%22&sa=X&ved=2ahUKEwi6svfmubv4AhVER2wGHQkzAcwQ9Ah6BAgGEAY), Trading and Pricing Financial Derivatives, De Gruvter, A Guide to Future, Options and Swaps,2nd Edition, Publishers,2018. | | | | | | | | | | | | |
| 5. | James A. Overdahl, Financial Derivatives, Wiley India Pvt. Ltd, 3rd Edition, 2014 | | | | | | | | | | | | |

**CO-PO Mapping**

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | 2 |  | 3 | 2 |  |
| **CO 2** |  |  |  |  |  | 3 | 2 |  |
| **CO 3** |  |  |  |  |  | 3 | 2 |  |
| **CO 4** |  |  |  |  |  | 3 | 2 |  |
| **CO 5** |  |  |  |  |  | 3 | 2 |  |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Banking and Insurance** | Elective | 2 | - | 1 | - | 3 | | 3 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To provide a basic understanding of the insurance mechanism and principle of insurance. | | | | | | | | | | | | |
| C2 | To provide an overview of Indian insurance industry. | | | | | | | | | | | | |
| C3 | To understand the basics of Banking and the emergence of Banking in India. | | | | | | | | | | | | |
| C4 | To get acquainted with the functionality of the Banks. | | | | | | | | | | | | |
| C5 | To know the meaning and use of commonly used technologies in Banking. | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | **Indian Financial System:** Introduction to Financial System – Business of Banking - Organizational Structure of Indian Financial System - Role of Government & Reserve Bank of India As Regulators of Banks - Role & Functions of Banks – Regulatory Provisions/Enactments Governing Banks - Various Committees on Banking & Their Impact - Recent Developments in Indian Financial System - Aadhaar Seeding- ​-Self Help Groups, Financial Inclusion- Jan Dhan Yojana Accounts​- NBFCs -  Micro Finance Institutions, Small finance banks and payment banks. | | | | | | | 9 | | | C1 | | |
| II | **Basics of Banking:** Basic Concepts in Banking - Banker-Customer Relationships – Know Your Customer, Anti Money Laundering -Guidelines - Negotiable instruments – Bankers’ Duties and Responsibilities - DICGC - Types of Customers & Various Types of Accounts - Deposit Products – Services Rendered by Banks - Principles of Lending - Approach to Lending & Steps in Lending - Credit Management & Credit Monitoring - Priority Sector Lending in Banks- Lending to Agriculture, Micro, Small & Medium Enterprises - Recovery & Modes of Recovery and Management of Non-Performing Assets - Basics of Risk Management in Banks. | | | | | | | 9 | | | C2 | | |
| III | **Electronic Banking:** Current Trends and Role of information & Communication Technology in Banking - Core Banking Solutions vis-a-vis Traditional Banking - Banking Technology – Alternate Delivery Channels – ATMs, Credit/Debit Cards/Mobile Banking / Internet Banking etc. - Cheque Truncation System of cheque clearance, E-Lounges, UPI, BHIM (Bharath Interface for money),  ​Products and Impact - Electronic Funds Transfers – Real Time Gross Settlements (RTGS) & National Electronic Funds Transfer (NEFT) –**NACH** Global Trends in Banking Technology - IT Security in Banks & Disaster Management - Marketing of Banking Services; Marketing of Banking Services – Meaning, Importance and Functions - Market Research & Product Development - Factors influencing Marketing of Banking Products Third Party Products in Banking, One stop shop Financial solutions ​in Banks - Financial Advisory Services (FAS). | | | | | | | 9 | | | C3 | | |
| IV | **Insurance:** Meaning – Nature and Importance – Risk Management; Identification – Measurement – Diversification – Strategies Theories – Sum of Large Numbers Theory of Probability  Insurance Regulation; IRDA Regulations – Insurance Contract – Agent Norms – Generic Norms of Insurance Advisors. | | | | | | | 9 | | | C4 | | |
| V | **General Insurance:** Marine Insurance – Fire Insurance – Automobile Insurance – Home Insurance - House +Articles insurance- Overseas Travel Insurance​– Medical Insurance – Group Medi claim- ​ Jewellery Insurance, ​Social Security Insurance .Life Insurance; Principles – Uberima fides Insurable Interest – Indemnity – Subrogation – Contribution Products; Death and Survival Classifications – Traditional Salary Savings Scheme – Employees Deposit Linked Insurance – ULIPs – Premium Fixation Cases. | | | | | | | 9 | | | C5 | | |
|  | **Total** | | | | | | | **45** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | | | | | | |
| **CO1** | Understand, analyze and communicate on the Indian Financial System | | | | | | | PO4, PO6, PO7 | | | | | |
| **CO2** | Explain the basics of Banking and the emergence of Banking in India and its lending practices | | | | | | | PO4, PO6, PO7 | | | | | |
| **CO3** | Analyze the Digital Banking and the current trend in banking and new banking products and services | | | | | | | PO4, PO6, PO7 | | | | | |
| **CO4** | Summarize the basics of the insurance mechanism and principle of insurance and acquire knowledge on Indian insurance industry. | | | | | | | PO4, PO6, PO7 | | | | | |
| **CO5** | Categorize the knowledge and understanding on Marine, fire, home and medical insurances | | | | | | | PO4, PO6, PO7 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | Jyotsna Sethi and Nishwan Bhatia, Elements of Banking and Insurance, PHI Learning, 2012 | | | | | | | | | | | | |
| 2. | Natarjan. S, and Parameshwaran. R, Indian Banking, S.Chand& Company | | | | | | | | | | | | |
| 3. | Journal of Banking and Finance, Elsevier | | | | | | | | | | | | |
| 4. | Indian Journal of Banking, Risk and Insurance, Pubishing India | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Bhattacharya,H.,BankingStrategy, CreditAppraisalandLendingDecisions,OxfordUniversityPress,2nd Edition,2011. | | | | | | | | | | | | |
| 2. | IndianInstituteofBankingandFinance,PrinciplesandPracticesofBanking,MacmillanIndiaLtd, Fifth Edition,2015. | | | | | | | | | | | | |
| 3. | Maheshwari,S.N.andMaheshwari,S.K.,BankingLawandPractice,KalyaniPublishers,11th Edition, 2014. | | | | | | | | | | | | |
| 4. | Muraleedharan,ModernBanking:TheoryandPractice,PHILearning, Second Edition, 2014. | | | | | | | | | | | | |
| 5. | Varshney,P.N.,BankingLawandPractice,SultanChandandSons, fist Edition, 2015. | | | | | | | | | | | | |
| 6. | Gopinath. M. N. -BankingPrinciples&Operations, Snow White Publications, 7th Edition, 2021 | | | | | | | | | | | | |

**CO-PO MAPPING**

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  | 3 |  | 3 | 3 |  |
| **CO 2** |  |  |  | 2 |  | 3 | 3 |  |
| **CO 3** |  |  |  | 3 |  | 3 | 3 |  |
| **CO 4** |  |  |  | 3 |  | 3 | 3 |  |
| **CO 5** |  |  |  | 3 |  | 3 | 3 |  |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Behavioral Finance** | Elective | 3 | - | 1 | - | 4 | 4 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | |
| C1 | To enable the students to understand the basics of Behavioural Finance | | | | | | | | | | | |
| C2 | To create awareness and understanding on the various theories of Behanvioural Finance | | | | | | | | | | | |
| C3 | To elucidate the students on the various financial decision theory paradoxes | | | | | | | | | | | |
| C4 | To throw light on the non-behavioural finance through the extended knowledge on Efficient Market Hypothesis | | | | | | | | | | | |
| C5 | To educate the students on arbitrage, risks in share trade and on contemporary financial issues. | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | **Introduction to Behavioral Finance:** Introduction, Traditional vs Behavioural Theory, The Decision Making Process and Behavioural Biases, Limits to Arbitrage. | | | | | | 9 | | | C1 | | |
| II | **Behavioural Finance Theory and Bubbles:** Prospect Theory, SP/A Theory, Behavioural Portfolio Theory, Empirical and Statistical detection tests. | | | | | | 9 | | | C2 | | |
| III | **Decision Theory Paradoxes:** Nash Equilibrium: Keynesian Beauty Context and The Prisoner’s Dilemma, The Monty Hall Paradox, The St. Petersburg Paradox, The Allais Paradox, The Ellsberg Paradox. | | | | | | 9 | | | C3 | | |
| IV | **Non-Behavioral Finance:** Introduction - The roles of securities prices in the economy; Efficient markets hypothesis (EMH) – Definitions - EMH in supply and demand framework - Theoretical arguments for flat aggregate demand curve; Equilibrium expected return models. | | | | | | 9 | | | C4 | | |
| V | **Demand by Arbitrageurs and Average Investors & Contemporary Issues:** Definition of arbitrageur; Long-short trades; Risk vs. Horizon; Transaction costs and short-selling costs; Fundamental risk; Noise-trader risk; Professional arbitrage; Destabilizing informed trading (positive feedback, predation), Definition of average investor; Belief biases; Limited attention and categorization; Nontraditional preferences – prospect theory and loss aversion; Bubbles and systematic investor sentiment - contemporary behavioral finance issues | | | | | | 9 | | | C5 | | |
|  | **Total** | | | | | | **45** | | |  | | |
| **Course Outcomes** | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Explain the basics of Behavioural Finance | | | | | | PO6 | | | | | |
| **CO2** | Compare and classify the awareness and understanding on the various theories of Behavioural Finance | | | | | | PO6, PO7 | | | | | |
| **CO3** | Categorize the various financial decision theory paradoxes | | | | | | PO2, PO6 | | | | | |
| **CO4** | Assess the non-behavioral finance through the extended knowledge on Efficient Market Hypothesis | | | | | | PO6 | | | | | |
| **CO5** | Estimate on arbitrage, risks in share trade and on contemporary financial issues. | | | | | | PO6, PO7 | | | | | |
| **Reading List** | | | | | | | | | | | | |
| 1. | Subrahmanyam, A. (2008). Behavioural finance: A review and synthesis. European Financial Management. | | | | | | | | | | | |
| 2. | Forbes, W. (2009). Behavioural finance. John Wiley & Sons. | | | | | | | | | | | |
| 3. | Kapoor, S., &Prosad, J. M. (2017). Behavioural finance: A review. Procedia computer science. | | | | | | | | | | | |
| 4. | Bloomfield, R. (2010). Behavioural finance. In Behavioural and Experimental Economics (pp. 32-41). Palgrave Macmillan, London. | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | |
| 1. | Prasaanna Chandra, Behavioural Finance, 2nd Edition, Paperback – 1, Mcgraw Hill, 2020 | | | | | | | | | | | |
| 2. | Parag Parikh, Value Investing and Behavioural Finance: Insights into Indian Stock Markets, Mcgraw Hill Education, 2017 | | | | | | | | | | | |
| 3. | Shleifer, Andrei, Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press, 2000 | | | | | | | | | | | |
| 4. | Thomas Kliestik, Katerina Valaskova, and Maria Kovacova, Advances in Behavioural Finance and Economics, MDPI, 2021 | | | | | | | | | | | |
| 5. | Singh Ranjit, Behavioural Finance, PHI Learning Pvt. Ltd., 2019 | | | | | | | | | | | |
| 6. | Sujata Kapoor, Jaya MamtaProsad, Behavioural Finance, Sage Publications India Pvt. Ltd., 2019. | | | | | | | | | | | |

**CO-PO MAPPING**

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  |  |  | 2 |  |  |
| **CO 2** |  |  |  |  |  | 2 | 2 |  |
| **CO 3** |  | 2 |  |  |  | 2 |  |  |
| **CO 4** |  |  |  |  |  | 2 |  |  |
| **CO 5** |  |  |  |  |  | 2 | 2 |  |

**3-Strong 2-Medium 1-Low**

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Financial Modelling** | Elective | 2 | - | 1 | - | 3 | | 3 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To equip the students with the knowledge of different aspects of financial modelling and be familiar with using financial functions in a spreadsheet. | | | | | | | | | | | | |
| C2 | To gain an understanding of the valuation tools and techniques used in bond and equity valuation. | | | | | | | | | | | | |
| C3 | To design and construct useful and robust corporate modelling applications | | | | | | | | | | | | |
| C4 | To learn about the risk and return of a portfolio and how to measure them using different methods. | | | | | | | | | | | | |
| C5 | To acquaint the students with the fundamentals of derivative modelling and their application | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | **Introduction to financial modelling & built-in functions using spread sheets**-Introduction to Financial Modelling- Need for Financial Modelling- Steps for effective financial modelling - Introduction to Time value of money & Lookup array functions: FV, PV, PMT, RATE, NPER, Vlookup, Hlookup, if, countif, etc - Time value of Money Models: EMI with Single & Two Interest rates –Loan amortization modelling-Debenture redemption modeling. | | | | | | | 9 | | | C1 | | |
| II | **Bond & Equity Share Valuation Modelling-**Bond valuation – Yield to Maturity (YTM): Rate method Vs IRR method-Flexi Bond and Strip Bond YTM Modelling-Bond redemption modelling -Equity share valuation: Multiple growth rate valuation modelling with and without growth rates. | | | | | | | 9 | | | C2 | | |
| III | **Corporate Financial Modelling-**Altman z score, bankruptcy modelling - indifference point modelling – financial break-even modelling -corporate valuation modelling (two stage growth) - business modelling for capital budgeting evaluation: payback period, npv, irr and mirr. | | | | | | | 9 | | | C3 | | |
| IV | **Portfolio Modelling-**Risk beta and annualized return – security market line modelling – portfolio risk calculation (equal proportions) - portfolio risk optimization (varying proportions) - portfolio construction modeling. | | | | | | | 9 | | | C4 | | |
| V | **Derivative Modelling-** option pay off modelling: long and short call & put options -option pricing modeling (b-s model) - optimal hedge contract modeling | | | | | | | 9 | | | C5 | | |
|  | **Total** | | | | | | | **45** | | | | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Identify the relevance of financial models for various corporate finance purposes. | | | | | | | PO1,PO2,PO6,PO7 | | | | | |
| **CO2** | Estimate the securities by using the modelling techniques | | | | | | | PO1,PO2, PO6 | | | | | |
| **CO3** | Calculate efficient financial budgeting and appraise the equity value of a company by applying various methods. | | | | | | | PO1,P2,PO6,PO7 | | | | | |
| **CO4** | Assess the evaluation of securities through the tools and techniques of portfolio models | | | | | | | PO1,PO2 | | | | | |
| **CO5** | Appraise the aptitude of analyzing the investment decision-based on derivatives. | | | | | | | PO1,PO2 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | Kienitz, J., &Wetterau, D. (2013). Financial modelling: Theory, implementation and practice with MATLAB source. John Wiley & Sons. | | | | | | | | | | | | |
| 2. | Spronk, J., &Hallerbach, W. (1997). Financial modelling: Where to go? With an illustration for portfolio management. european Journal of operational research. | | | | | | | | | | | | |
| 3. | Tankov, P. (2003). Financial modelling with jump processes. Chapman and Hall/CRC. | | | | | | | | | | | | |
| 4. | Day, A. L. (2001). Mastering financial modelling. A Practitioner's Guide to Applied. | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Wayne L Winston,” Microsoft Excel 2016-Data Analysis and Business Modelling”, PHI publications, (Microsoft Press), New Delhi,2017. | | | | | | | | | | | | |
| 2. | Chandan Sen Gupta,” Financial analysis and Modelling –Using Excel and VBA”, Wiley Publishing House ,2014’ | | | | | | | | | | | | |
| 3. | Craig W Holden,”Excel Modelling in Investments” Pearson Prentice Hall, Pearson Inc,New Jersey,5th Edition 2015 | | | | | | | | | | | | |
| 4. | Ruzhbeh J Bodanwala , ”Financial management using excel spread sheet”,Taxman Allied services Pvt Ltd, New Delhi,3rd Edition 2015. | | | | | | | | | | | | |
| 5. | Benninga, Simon. Principles of Finance with Microsoft Excel, 2nd Edition, 2011 | | | | | | | | | | | | |

**CO-PO MAPPING**

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** | 3 | 3 |  |  |  | 2 | 2 |  |
| **CO 2** | 3 | 3 |  |  |  | 2 |  |  |
| **CO 3** | 3 | 3 |  |  |  | 2 | 2 |  |
| **CO 4** | 3 | 3 |  |  |  |  |  |  |
| **CO 5** | 3 | 3 |  |  |  |  |  |  |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Capital Market and Financial Services** | Elective | 2 | - | 1 | - | 3 | | 3 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To acquire knowledge on Indian financial systems and its regulators | | | | | | | | | | | | |
| C2 | To gain knowledge on listing and trading securities, Risk management in BSE & NSE, Index management. | | | | | | | | | | | | |
| C3 | To understand leasing and hire purchase | | | | | | | | | | | | |
| C4 | To familiarize with credit rating and securitization | | | | | | | | | | | | |
| C5 | To know Depositories & Contemporary Issues | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | **Indian Financial System:**  **Regulators:** Finance Ministry, Securities Exchange Board of India, Reserve Bank of India, Forward Market Commission, Insurance Regulatory and Development Authority.  **Primary Market:** Role of Primary Market, Functions, Intermediaries, methods of floatation of capital – IPO’s, FPO’s and Rights issues, Investor protection in primary market, Recent trends in primary market. Book building process. Secondary Market: Functions, intermediaries, Demutualization structure, Major stock exchanges in India.  **Indian Stock Exchanges:** Market types, order types and books. BSE: BOLT System, NSE: NEAT system OTCEI – Need, Features, Participants, Listing procedure, Trading and Settlement. Legislative framework guiding the capital markets and intermediaries. | | | | | | | 9 | | | C1 | | |
| II | **Listing and trading of Securities:**  Listing requirements, procedure, fee- Listing conditions of BSE and NSE – Delisting. Legislations related to listing. Trading cycle: T+2, Pay in and Pay out, Bad Delivery, Short delivery, Auction, Clearing & Settlement: Different types of settlements -DEMAT settlement, Physical settlement, Institutional settlement and Funds settlement.  **Risk Management system in BSE & NSE:** Margins, Exposure limits, VAR, Circuit breakers and Surveillance system in BSE and NSE.  **Index Management:** Importance of index computation Methods: Weighted Aggregate Value method, Weighted Average of Price Relatives method, Free Float method. Stock market indices in India | | | | | | | 9 | | | C2 | | |
| III | **Leasing and Hire Purchase**  Lease and Hire purchase- – Meaning and Types of leasing – Legislative frameworks – Matters on Depreciation and Tax –Concepts and features – Tax and Depreciation implications Microfinance: Consumer Credit - Factoring and Forfaiting | | | | | | | 9 | | | C3 | | |
| IV | **Credit rating & Securitization:**  Credit rating: Definition and meaning- Process of credit rating of financial instruments - Rating methodology - Rating agencies – Rating symbols of different companies. Legislative framework guiding the CRAs.  Securitization: Meaning-Features - Special Purpose Vehicle - Pass Through Certificate & mechanism – Benefits of Securitization – Issues in Securitization, Legislative framework guiding the securitization framework. | | | | | | | 9 | | | C4 | | |
| V | **Depositories & Contemporary Issues**  Depositary services - Role of depositories and their services — Advantages of depository system – NSDL and CDSL - Depository participants and their role- Stock Broking Services including SEBI guidelines - Contemporary developments in capital market performance and implication of securitization in Indian scenario. | | | | | | | 9 | | | C5 | | |
|  | **Total** | | | | | | | **45** | | | | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Estimate the Indian financial systems and its regulators | | | | | | | PO3,PO6 | | | | | |
| **CO2** | Summarize the listing and trading securities, Risk management in BSE & NSE, Index management. | | | | | | | PO6, PO7 | | | | | |
| **CO3** | Explain the leasing and hire purchase | | | | | | | PO7 | | | | | |
| **CO4** | Prioritize the credit rating and securitization | | | | | | | PO2,PO6,PO7 | | | | | |
| **CO5** | Summarize the depositories & contemporary Issues | | | | | | | PO6,PO7 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | Carow, K. A., & Heron, R. A. (2002). Capital market reactions to the passage of the Financial Services Modernization Act of 1999. The Quarterly Review of Economics and Finance. | | | | | | | | | | | | |
| 2. | Stiglitz, J. E. (2000). Capital market liberalization, economic growth, and instability. World development. | | | | | | | | | | | | |
| 3. | Mensah, Y. M., & Werner, R. H. (2008). The capital market implications of the frequency of interim financial reporting: an international analysis. Review of Quantitative Finance and Accounting. | | | | | | | | | | | | |
| 4. | Micu, I., &Micu, A. (2016). Financial technology (Fintech) and its implementation on the Romanian non-banking capital market. SEA-Practical Application of Science. | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Khan M.Y, Financial Services, 8th edition, McgrawHill ,2015,. | | | | | | | | | | | | |
| 2. | K Sasidharan, Alex. K Mathews, Financial Services and System, Tata McGraw Hill, 2008. | | | | | | | | | | | | |
| 3. | Jeff Madura, Financial Institutions and Markets, 10thEdition, Cengage Learning,2014.. | | | | | | | | | | | | |
| 4. | Stephen Cecchetti, Kermit Schoenholtz, Money, Banking and Financial Markets, 4thedition, McGraw-Hill Education, 2014. | | | | | | | | | | | | |
| 5. | MadhuVij, Swati Dhawan , Merchant Banking and Financial Services, 1st edition, McGraw Hill, 2011. | | | | | | | | | | | | |
| 6. | Tripathy, NaliniPrava, Financial Services, PHI, Learning Pvt. Ltd. NISM-Series-VI Depository Operation Exam Work Book, 2007. | | | | | | | | | | | | |

**CO-PO MAPPING**

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  | 2 |  |  | 2 |  |  |
| **CO 2** |  |  |  |  |  | 3 | 3 |  |
| **CO 3** |  |  |  |  |  |  | 3 |  |
| **CO 4** |  | 3 |  |  |  | 2 | 3 |  |
| **CO 5** |  |  |  |  |  | 2 | 2 |  |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Financial Planning and Wealth Management** | Elective | 2 | - | 1 | - | 3 | | 3 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To give clarity on the concept of Personal Financial Planning | | | | | | | | | | | | |
| C2 | To acquire knowledge on the process of Comprehensive Financial Planning | | | | | | | | | | | | |
| C3 | To understand the concept of Insurance & Retirement Planning | | | | | | | | | | | | |
| C4 | To throw light on the Concept of Wealth Management | | | | | | | | | | | | |
| C5 | To provide knowledge on tax planning & issues | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | **Personal Financial Planning** - Financial Planning – Meaning, need, scope. Evaluating the financial position of clients, Preparing & Analyzing household budget - Estimating financial goals - Financial Planning Delivery Process. | | | | | | | 9 | | | C1 | | |
| II | **Comprehensive Financial Planning -** The role of debt and financial pressure from debt - Debt counselling. Investment for Liquidity and Financial Goals.  Risk return principle, Risk Profiling. Human life cycle and Asset Allocation and Model Portfolios | | | | | | | 9 | | | C2 | | |
| III | **Insurance Planning & Retirement Planning -** Insurance Planning – Need of life and non-life insurance, life insurance need analysis, life insurance products. Retirement Planning – Need, estimating & determining the retirement corpus, retirement products. | | | | | | | 9 | | | C3 | | |
| IV | **Wealth Management -** Concept of wealth and Measurement of wealth. Spectrum of services, Wealth management service providers, Product categories and Service categories - Types of Service Mandates; Custodian mandate, Advisory mandate, Discretionary mandate and Mandate mix HNI segmentation and reason for looking at HNIs.  Understanding the Client Segmentation; Segmentation based on Personality, Age and way of accumulation, Risk & return preferences - Client Engagement; Client profiling, targeting and Building relationships - Finding HNI Clients; Cross selling, Marketing and partnership programs, Referral from existing clients, friends and family  Asset Allocation: Advising the optimal portfolio and the corresponding asset allocation.  Portfolio Monitoring: Portfolio maintenance and Portfolio rebalancing. | | | | | | | 9 | | | C4 | | |
| V | **Tax Planning & Contemporary Issues**  Indian Tax Laws for investment and Wealth Management - Income Tax: Previous Year and Assessment Year, Gross Total Income, Income Tax Slabs, Advance Tax, Tax Deducted at Source (TDS), Exempted Income, Deductions from Income, Section 80C, section 80CCC, Section 80CCD, Section 80D, Section 80E, Section 80GG, Long Term and Short Term Capital Gain / Loss, Speculation Profit / Loss, Capital Gains Tax exemption under Section 54EC. | | | | | | | 9 | | | C5 | | |
|  | **Total** | | | | | | | **45** | | | | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Express the concept of Personal Financial Planning | | | | | | | PO2, PO7 | | | | | |
| **CO2** | Demonstrate the process of Comprehensive Financial Planning | | | | | | | PO2,PO6,PO7 | | | | | |
| **CO3** | Explain the concept of Insurance & Retirement Planning | | | | | | | PO2,PO5 | | | | | |
| **CO4** | Assess the concept of Wealth Management | | | | | | | PO7 | | | | | |
| **CO5** | Appraise on the tax planning & issues | | | | | | | P02, PO7 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | Kochis, S. T. (2006). Wealth Management: A Concise Guide to Financial Planning and Investment Management for Wealthy Clients. CCH. | | | | | | | | | | | | |
| 2. | Danes, S. M., Huddleston-Casas, C., & Boyce, L. (1999). Financial planning curriculum for teens: Impact evaluation. Journal of Financial Counseling and Planning. | | | | | | | | | | | | |
| 3. | Hanna, S. D., &Lindamood, S. (2010). Quantifying the economic benefits of personal financial planning. Financial Services Review. | | | | | | | | | | | | |
| 4. | Wu, C. R., Lin, C. T., & Tsai, P. H. (2010). Evaluating business performance of wealth management banks. European journal of operational research,. | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Dun, Bradstreet , Wealth Management, Tata Mcgraw Hill, India, 2009. | | | | | | | | | | | | |
| 2. | JoydeepSen - Financial Planning & Wealth Management: Concepts and Practice, 1st Edition, Shroff Publishers & Distributors Limited, 2020 | | | | | | | | | | | | |
| 3. | Sundar Sankaran - Wealth Engine: Indian Financial Planning and Wealth Management Handbook (2012) | | | | | | | | | | | | |
| 4. | Stuart E. Lucas (2012), Wealth: Grow It and Protect It, Updated and Revised, Pearson and FT Press, USA | | | | | | | | | | | | |
| 5. | G. Victor Hallman, Jerry Rosenbloom (2009), Private Wealth Management: The Complete Reference for the Personal Financial Planner, Mcgraw Hill, USA | | | | | | | | | | | | |
| 6. | Gregory Curtis (2012), The Stewardship of Wealth: Successful Private Wealth Management for Investors and Their Advisors, Wiley. | | | | | | | | | | | | |

**CO-PO MAPPING**

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  | 2 |  |  |  |  | 3 |  |
| **CO 2** |  | 3 |  |  |  | 2 | 3 |  |
| **CO 3** |  | 3 |  |  | 2 |  |  |  |
| **CO 4** |  |  |  |  |  |  | 3 |  |
| **CO 5** |  | 2 |  |  |  |  | 2 |  |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Fixed Income Securities** | Elective | 3 | - | - | - | 3 | | 3 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To orient students about bond and money market instruments | | | | | | | | | | | | |
| C2 | To provide inputs on term structure, interest rates and bond price volatility | | | | | | | | | | | | |
| C3 | To impart knowledge on fixed income portfolio management | | | | | | | | | | | | |
| C4 | To enable them understand the concept of hedging | | | | | | | | | | | | |
| C5 | To enlighten the students on securitization and contemporary issues in securities management. | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | Bond and Money market instruments: Bonds, market participants, Money market instruments - Organization of Government Bond market and role of RBI in Government Securities. Bond Prices and Yields: Pricing of bonds - Time value of money - nominal Vs. Real interest rates, coupon rate and current yield, zero coupon rate. Supply and demand of bonds. Changes in equilibrium interest rates. | | | | | | | 9 | | | C1 | | |
| II | Term structure of interest rates: classical theories of term structure - Yield curve, zero coupon bond yield curve. Bond price volatility – Price sensitivity – Bond Price Immunization - measurement of duration, modified duration – convexity measurement. Factors influencing Yield. Term structure of Interest rates – spread, corporate debt instruments. | | | | | | | 9 | | | C2 | | |
| III | Active and Passive Bond Portfolio construction - Management strategies. Indexing-bond indices. Setting portfolio objectives, interpreting portfolio parameters and performance measurement | | | | | | | 9 | | | C3 | | |
| IV | Swaps and futures, Credit derivatives – credit default swaps, plain vanilla options and more exotic derivatives | | | | | | | 9 | | | C4 | | |
| V | Mortgage-backed securities – collateral mortgage obligations, Asset Backed Securities-Collateral debt obligations | | | | | | | 9 | | | C5 | | |
|  | **Total** | | | | | | | **45** | | | | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Identify the bond and money market instruments | | | | | | | PO6 | | | | | |
| **CO2** | Summarize the concepts of term structure, interest rates and bond price volatility | | | | | | | PO7 | | | | | |
| **CO3** | Compare and contrast the fixed income portfolios | | | | | | | PO6,PO7 | | | | | |
| **CO4** | Appraise the hedging contracts done | | | | | | | PO2 | | | | | |
| **CO5** | Formulate the management of securities. | | | | | | | PO6, PO7 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | Tuckman, B., &Serrat, A. (2011). Fixed income securities: tools for today's markets. John Wiley & Sons. | | | | | | | | | | | | |
| 2. | Martellini, L., Priaulet, P., &Priaulet, S. (2003). Fixed-income securities: valuation, risk management and portfolio strategies (Vol. 237). John Wiley & Sons. | | | | | | | | | | | | |
| 3. | Fabozzi, F. J. (2008). Fixed income securities. John Wiley and Sons. | | | | | | | | | | | | |
| 4. | Veronesi, P. (2010). Fixed income securities: Valuation, risk, and risk management. John Wiley & Sons. | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Frank J. Fabozz, Bond Markets, Analysis and Strategies, 9th edition, Pearson  India, 2012. | | | | | | | | | | | | |
| 2. | Moorad Choudhry, Masekoldrich, Fixed Income Markets: Instruments,  Applications, Mathematics, 2nd edition,Wiley Finance Series, 2014. | | | | | | | | | | | | |
| 3. | Fabozzi, F. J, Fixed income securities, 8th edition, Wiley, 2012. | | | | | | | | | | | | |
| 4. | Choudhry, M, Fixed-income Securities and Derivatives Handbook, 2nd edition, Wiley, 2010. | | | | | | | | | | | | |
| 5. | Martellini, L, Priaulet, P, Priaulet. S, Fixed-income securities: valuation, risk  management and portfolio strategies, Wiley2005. | | | | | | | | | | | | |
| 6. | Veronesi. P, Fixed income securities: Valuation, risk, and risk management, 1st edition, Wiley. | | | | | | | | | | | | |

**CO-PO MAPPING**

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  |  |  | 2 |  |  |
| **CO 2** |  |  |  |  |  |  | 2 |  |
| **CO 3** |  |  |  |  |  | 2 | 2 |  |
| **CO 4** |  | 2 |  |  |  |  |  |  |
| **CO 5** |  |  |  |  |  | 2 | 2 |  |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Fintech and Investment Analysis** | Elective | - | - | 3 | - | 3 | 3 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | |
| C1 | To acquire knowledge on validating the performances of various asset classes and simulate and provide reasoning on the validation | | | | | | | | | | | |
| C2 | To study the performances of exchanges traded in Indian Market | | | | | | | | | | | |
| C3 | To simulate and critically validate the performance of momentum strategy for financial sectors | | | | | | | | | | | |
| C4 | To simulate the performance of value investing strategy and construct a portfolio | | | | | | | | | | | |
| C5 | To study the emerging FinTech players in India | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | **Lab Experiment 1**  Simulate and critically validate the performance of various asset classes - Stock (Reliance, HDFC Bank as an example), Gold and Bonds (Government Securities as an example), in terms of Return, Risk, Sharpe Ratio, over the time period 2011 till current date  **Lab Experiment 2**  Based on the results in Lab experiment 1, provide the reasoning as to why a particular asset class have a higher Risk/Standard deviation as compared to others  **Lab Experiment 3**  Simulate and provide reasoning, with examples on how asset allocation across asset classes reduces risk/standard deviation of the portfolio | | | | | | 9 | | | C1 | | |
| II | **Lab Experiment 4**  Study the performance of Exchange Traded Funds in Indian Market, critically evaluate the performance of ETF and market penetration of ETF’s in India  **Lab Experiment 5**  Study the performance of Large Cap ETF’s, vs Gold ETF from the time period 2011 to till Date  **Lab Experiment 6**  Construct a portfolio with leverage, for a time period 2015 to till date and study how leverage impacted the performance of the portfolio  **Lab Experiment 7**  Constructed a market neutral hedged portfolio for NIFTY50 benchmark, validate the performance from 2016 to till date | | | | | | 9 | | | C2 | | |
| III | **Lab Experiment 8**  Simulate and critically validate the performance of Momentum strategy for Financial Sectors, validate the performance for the time period 2011 till 2014  **Lab Experiment 9**  Simulate the performance of market neutral Momentum strategy for NIFTY50, evaluate the results for the period 2011 till date  **Lab Experiment 10**  Simulate the performance of market neutral momentum strategy for sectors - Industrials, Technology, Energy and Communications, provide the reasoning performance of the strategy | | | | | | 9 | | | C3 | | |
| IV | **Lab Experiment 11**  Simulate the performance of Value Investing strategy, using Book to Market, Earnings to Price and evaluate the results for the period 2014 to till date  **Lab Experiment 12**  Construct a portfolio with the combination of Momentum and Value Strategy, evaluate the performance of the portfolio for the period 2014 till date  **Lab Experiment 13**  Compute the valuation of the Tata Consultancy Services using discounted cash flow approach  **Lab Experiment 14**  Compute the valuation of a FinTech start-up using the discounted cashflow approach | | | | | | 9 | | | C4 | | |
| V | **Lab Experiment 15**  Study the emerging FinTech players in India and United States and provide reasoning on the importance of customer experience in building the product  **Lab Experiment 16**  Study the role of Government agencies and the FinTech eco-system in promoting the growth of FinTech sector in India  **Lab Experiment 17**  Study how “Payments” landscape have evolved in India, China and United States Market, articulate your reasoning the growth in these markets and with adoption due to newer technologies  **Lab Experiment 18**  Study how “Asset Management & Investment Management” industry. Have evolved in India and United States market, articulate with reasoning on the changing business landscape | | | | | | 9 | | | C5 | | |
|  | **Total** | | | | | | **45** | | | | | |
| **Course Outcomes** | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Recall on validating the performances of various asset classes and simulate and provide reasoning on the validation | | | | | | PO1,PO2, PO6 | | | | | |
| **CO2** | Explain the knowledge on the performances of exchanges traded in Indian Market | | | | | | PO2,PO6 | | | | | |
| **CO3** | Appraise on simulating and critically validating the performance of momentum strategy for financial sectors | | | | | | PO1,PO2 | | | | | |
| **CO4** | Assess on simulating the performance of value investing strategy and construct a portfolio | | | | | | PO1,PO2 | | | | | |
| **CO5** | Develop on evaluating the emerging FinTech players in India | | | | | | PO2 | | | | | |
| **Reading List** | | | | | | | | | | | | |
| 1. | Puschmann, T. (2017). Fintech. Business & Information Systems Engineering,. | | | | | | | | | | | |
| 2. | Goldstein, I., Jiang, W., & Karolyi, G. A. (2019). To FinTech and beyond. The Review of Financial Studies. | | | | | | | | | | | |
| 3. | Brennan, M. J., & Subrahmanyam, A. (1995). Investment analysis and price formation in securities markets. Journal of financial economics. | | | | | | | | | | | |
| 4. | Chandra, P. (2017). Investment analysis and portfolio management. McGraw-hill education. | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | |
| 1. | Osterwalder, A. – Pigneur, Y. (2010): Business ModelGeneration: A Handbook For Visionaries, Game Changers, And Challengers. New York: John Wiley& Sons | | | | | | | | | | | |
| 2. | Van der Kleij, E., Tech Giants Becoming Non‐Bank Banks. In: The FinTech Book: The FinancialTechnology Handbook for Investors, EntrepreneursandVisionaries , 2016 | | | | | | | | | | | |
| 3. | Bhandari, M.: India and the Pyramid of Opportunity.In: The FinTech Book: The Financial TechnologyHandbook for Investors, Entrepreneurs andVisionaries, 2016 | | | | | | | | | | | |
| 4. | Prasanna Chandra, Investment Analysis and Portfolio Management, 5th Edition, Tata McGraw Hill. 2017 | | | | | | | | | | | |
| 5. | ZviBodie;AlexKane;Alan J. Marcus;Pitabas Mohanty, Investments, 11th Edition, Tata Mc GrawHill, 2019 | | | | | | | | | | | |
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**CO-PO MAPPING**

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** | 3 | 3 |  |  |  | 2 |  |  |
| **CO 2** |  | 3 |  |  |  | 2 |  |  |
| **CO 3** | 3 | 3 |  |  |  |  |  |  |
| **CO 4** | 3 | 3 |  |  |  |  |  |  |
| **CO 5** |  | 2 |  |  |  |  |  |  |

**3-Strong 2-Medium 1-Low**

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| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **International Financial Management** | Elective | 2 | - | 1 | - | 3 | | 3 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | |
| C1 | To give clarity on the concept of international finance | | | | | | | | | | | | |
| C2 | To throw light on Foreign Exchange Market | | | | | | | | | | | | |
| C3 | To acquire knowledge on management of foreign exchange exposure and risk involved in it. | | | | | | | | | | | | |
| C4 | To understand cross-border investment decisions | | | | | | | | | | | | |
| C5 | To study about multinational financing institutions and contemporary issues | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | **Course Objectives** | | |
| I | Introduction to international finance: Introduction, Meaning, Nature, scope, Importance, Gold Standard, Bretton Woods system, Exchange rate regimes, fixed and floating exchange rates. | | | | | | | 9 | | | C1 | | |
| II | Foreign exchange market: Function and Structure of the Forex markets, major participants, types of transactions and settlements, Foreign exchange quotations, process of arbitrage. | | | | | | | 9 | | | C2 | | |
| III | Management of foreign exchange exposure and risk: Types of Exposure, Foreign Currency Exposure, Economic Exposure, Operations exposure, Interest rate exposure. Theories - Purchase Power Parity - Interest Rate Parity – International Fisher Effect | | | | | | | 9 | | | C3 | | |
| IV | Cross-border investment decisions: Capital budgeting, Approaches to Project Evaluation, Risk in Cross-border Investment Decisions, Corporate Risk in Investment Decisions. Financing Decisions of MNC`s. | | | | | | | 9 | | | C4 | | |
| V | Multinational financing institutions and contemporary issues: The International Bank for Reconstruction and Development, the International Development Association, The International Finance Corporation, International monetary fund, Export and Import financing. | | | | | | | 9 | | | C5 | | |
|  | **Total** | | | | | | | **45** | | | | | |
| **Course Outcomes** | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Identify the concept of international finance | | | | | | | PO2 | | | | | |
| **CO2** | Sketch on the functions of Foreign Exchange Market | | | | | | | PO6,PO7 | | | | | |
| **CO3** | Appraise the knowledge on management of foreign exchange exposure and risk involved in it. | | | | | | | PO2,PO7 | | | | | |
| **CO4** | Appraise the cross-border investment decisions | | | | | | | PO2, PO7 | | | | | |
| **CO5** | Generalize on multinational financing institutions and contemporary issues | | | | | | | PO6,PO7 | | | | | |
| **Reading List** | | | | | | | | | | | | | |
| 1. | Madura, J. (2020). International financial management. Cengage Learning. | | | | | | | | | | | | |
| 2. | Apte, P. G., &Kapshe, S. (2020). International Financial Management|. McGraw-Hill Education. | | | | | | | | | | | | |
| 3. | Iatridis, G. (2010). International Financial Reporting Standards and the quality of financial statement information. International review of financial analysis. | | | | | | | | | | | | |
| 4. | Eun, C. S., & Resnick, B. G. (2010). International Financial Mgmt 4E. Tata McGraw-Hill Education. | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | |
| 1. | Machi Raju International Financial Management, Third Edition, HPH, 2016. | | | | | | | | | | | | |
| 2. | V. A Avadhani, International Financial Management, Second Edition, HPH, 2011 | | | | | | | | | | | | |
| 3. | Eiteman&Stonchill, “Multinational Business Finance”, 12th Edition, Pearson, 2010 | | | | | | | | | | | | |
| 4. | Cheol Eul& Bruce Resnick, International Financial Management, 7th Edition, China Machine Press, 2016. | | | | | | | | | | | | |
| 5. | V.K.Bhalla. “International Financial Management for the Multinational Firm”,4th Edition, S Chand,.2014 | | | | | | | | | | | | |
| 6. |  | | | | | | | | | | | | |

**CO-PO MAPPING**

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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  | 2 |  |  |  |  |  |  |
| **CO 2** |  |  |  |  |  | 2 | 2 |  |
| **CO 3** |  | 2 |  |  |  |  | 2 |  |
| **CO 4** |  | 2 |  |  |  |  | 2 |  |
| **CO 5** |  |  |  |  |  | 2 | 2 |  |

**3-Strong 2-Medium 1-Low**

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Subject Code** | **Subject Name** | **Category** | **L** | **T** | **P** | **O** | **Credits** | | | **Inst. Hours** | **Marks** | | | |
| **CIA** | | **External** | **Total** |
|  | **Risks Management in Banks** | Elective | 2 | - | 1 | - | 3 | | | 3 | 25 | | 75 | 100 |
| **Course Objectives** | | | | | | | | | | | | | | |
| C1 | To understand risk, risk management, Role of CFO in mitigating risk in banks | | | | | | | | | | | | | |
| C2 | To expose to market and exchange rate risk | | | | | | | | | | | | | |
| C3 | To familiarize with interest rate risk and liquidity risk | | | | | | | | | | | | | |
| C4 | To explore credit risk | | | | | | | | | | | | | |
| C5 | To acquire knowledge on operational & Technology risk and other contemporary issues | | | | | | | | | | | | | |
| **SYLLABUS** | | | | | | | | | | | | | | |
| **UNIT** | **Details** | | | | | | | **No. of Hours** | | | | **Course Objectives** | | |
| I | Introduction to risk: Understanding Risk - Nature of Risk, Sources of Risk, Need for risk management, Benefits of Risk Management, Risk Management approaches. Risk Classification using ERM Wheel. Information Technology support in mitigating risk. Role of Chief finance Officer, Chief risk officer and Chief information officer in mitigation of risk in banks. | | | | | | | 9 | | | | C1 | | |
| II | Market risk & exchange rate risk: Market Risk – Identification-measurement-mitigation-risk and regulatory capital. Portfolio Beta - PV01 - Portfolio duration - Key rate duration – Convexity - Spread analysis - Yield curve analysis - Concept of Value at Risk - Types of VaR measures - VaR reporting to RBI - Stress testing and back-testing VaR- ConditionalVaR and its relevance - Comparison between VaR and cVaR. Exchange rate risk- drivers- measurement- risk management – forecasting- tools- futures, options and swaps. | | | | | | | 9 | | | | C2 | | |
| III | Interest rate risk & liquidity risk: Interest rate risk-relationship between interest rates and option free bond prices. Duration and Price volatility. GAP and earnings sensitivity. Measuring Interest rate risk with duration gap. Economic value of equity analysis. Usage of derivatives to manage Interest risk- micro hedging- macro hedging- SWAPS - caps – floor Liquidity risk – objectives – CRR & SLR measures - Funding the bank - Liquidity management - Asset liability management – objectives- ALCO - functions – risks. ALM – Risk control and hedging. ALM systems in Banks - RBI Guidelines. Strategies to mitigate liquidity risk | | | | | | | 9 | | | | C3 | | |
| IV | Credit risk: Drivers- capital adequacy- risk rating and pricing - loan policy – capital requirement - credit risk approach – credit ratings. Credit risk mitigation - Credit derivatives, Securitization. Credit risk management strategies – Credit VaR - Analysis of counterparty credit ratings and adjustment of credit spreads in the valuation etc. - Credit default swaps (CDS). Sovereign Credit Rating – Rating - Probability of Default (PD) – LGD - Stress testing - Early Warning - Scenario Building etc., | | | | | | | 9 | | | | C4 | | |
| V | Operational risk & technology risk and contemporary issues: Operational risk- definition- types- events. Operational risk management practices- approaches- organizational setup- responsibilities. Identification- measurement- monitoring- mitigation- internal audit. Strategies to mitigate operational risk.  Technology risk: Identification of the drivers and strategies to mitigate the technology risk - Contemporary risk management practices in Indian Banks. | | | | | | | 9 | | | | C5 | | |
|  | **Total** | | | | | | | **45** | | | | | | |
| **Course Outcomes** | | | | | | | | | | | | | | |
| **Course Outcomes** | On completion of this course, students will; | | | | | | | | **Program Outcomes** | | | | | |
| **CO1** | Understanding risk, risk management, Role of CFO in mitigating risk in banks | | | | | | | PO7 | | | | | | |
| **CO2** | critically assess market risk & exchange rate risk | | | | | | | PO2,PO6,PO7 | | | | | | |
| **CO3** | Assess the interest rate risk & liquidity risk | | | | | | | PO7 | | | | | | |
| **CO4** | Able to Estimate the credit risk | | | | | | | , PO2, PO6,PO7 | | | | | | |
| **CO5** | Formulate on the operational & Technology risk and other contemporary issues | | | | | | | PO7 | | | | | | |
| **Reading List** | | | | | | | | | | | | | | |
| 1. | Raghavan, R. S. (2003). Risk management in banks. Chartered Accountant-New Delhi. | | | | | | | | | | | | | |
| 2. | Oluwafemi, S., Simeon, A. O., & Olawale, O. (2013). Risk management and financial performance of banks in Nigeria. | | | | | | | | | | | | | |
| 3. | Adeusi, S. O., Akeke, N. I., Adebisi, O. S., &Oladunjoye, O. (2014). Risk management and financial performance of banks in Nigeria. Risk Management. | | | | | | | | | | | | | |
| 4. | Saiful, S., & Ayu, D. P. (2019). Risks management and bank performance: The empirical evidences from indonesian conventional and islamic banks. International Journal of Economics and Financial Issues. | | | | | | | | | | | | | |
| **References Books** | | | | | | | | | | | | | | |
| 1. | Anthony Saunders, Marcia Millon Cornett, Financial Institutions Management: A Risk Management Approach, McGraw Hill, 2014. | | | | | | | | | | | | | |
| 2. | Padmalatha Suresh, Justin Paul, Management of Banking and Financial Services, 3rdedition, Pearson Education, India, 2014. | | | | | | | | | | | | | |
| 3. | Don M. Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, 10th edition, Cengage Learning, 2015. | | | | | | | | | | | | | |
| 4. | Michel Crouhy, Dan Galai, Robert Mark, The Essentials of Risk Management, McGraw Hill, 2014. | | | | | | | | | | | | | |
| 5. | John Hull, Risk Management and Financial Institutions, Wiley, 2012. | | | | | | | | | | | | | |
| 6. | Anthony Saunders, Marcia Millon Cornett, Financial Institutions Management: A Risk Management Approach, McGraw Hill, 2014. | | | | | | | | | | | | | |

**CO-PO MAPPING**

|  |  |  |  |  |  |  |  |  |
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|  | **PO 1** | **PO 2** | **PO 3** | **PO 4** | **PO 5** | **PO 6** | **PO 7** | **PO 8** |
| **CO 1** |  |  |  |  |  |  | 2 |  |
| **CO 2** |  | 3 |  |  |  | 2 | 3 |  |
| **CO 3** |  |  |  |  |  |  | 3 |  |
| **CO 4** |  | 3 |  |  |  | 2 | 3 |  |
| **CO 5** |  |  |  |  |  |  | 2 |  |

**3-Strong 2-Medium 1-Low**

**Evaluation and Assessment**

The students will be Evaluated and Assessed on all the courses as given below:

|  |  |  |
| --- | --- | --- |
| **Methods of Evaluation** | | |
| **Internal Evaluation** | Continuous Internal Assessment Test | 25 Marks |
| Assignments |
| Seminars |
| Attendance and Class Participation |
| **External Evaluation** | End Semester Examination | 75 Marks |
|  | Total | 100 Marks |
| **Methods of Assessment** | | |
| **Recall (K1)** | Simple definitions, MCQ, Recall steps, Concept definitions | |
| **Understand/ Comprehend (K2)** | MCQ, True/False, Short essays, Concept explanations, Short summary or overview | |
| **Application (K3)** | Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain | |
| **Analyze (K4)** | Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge | |
| **Evaluate (K5)** | Longer essay/ Evaluation essay, Critique or justify with pros and cons | |
| **Create (K6)** | Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations | |