



Goa University
P.O. Goa University, Taleigao Plateau, Goa 403 206, India

MBA (Financial Services) Programme Offered under OA-22
at the Goa Business School
(w. e. f. from the Academic Year 2020-21)

A brief description of the Programme

1. Objectives of the Programme

The main objective of offering MBA (FS) Programme under Choice Based Credit System include

- (a) To create and develop conceptual, operations and managerial skills for manpower requirements of Financial Services industry.
- (b) To provide advanced knowledge and training on various facets of financial markets such as Capital Markets, Commodities Markets, Mutual Funds, Insurance, Banking, Corporate Finance and other related areas.
- (c) To develop manpower that can enjoy functional utility from various employment opportunities and self employment opportunities in the financial sector.

2. Prerequisites :

Eligibility: To be eligible for admission to MBA (FS) Programme a candidate shall be required to

- *Minimum Educational Qualification:* Graduate in any stream with 50% aggregate marks. The candidate from different disciplines including Commerce, Science, Arts, Engineering, Management and Professionals like CS, CA, ICWA, CMA, CAIIB and CFA, who have completed their graduation from Goa University or any other recognized University in India or abroad are eligible to apply for the Programme.
- *Qualification in Entrance Test:* The selection will be based on the National Level Entrance Test like CAT /CMAT /XAT /ATMA **OR** Goa University - Admission Ranking Test (GU-ART) and Group Discussion and Personal Interview. A merit list will be prepared and seats are offered on the basis of merit (category-wise). Reservations are as per Goa University Rules.

3. Credits

In order to award MBA (FS) degree the candidate must have earned **minimum 76 credits** during two years. Of these **52 credits** are assigned to the Compulsory (Core) Courses, **4 credits** for Compulsory Summer Training, **4 credits** for Corporate Internship, **4 credits** for Project work and **12 credits** for Elective Courses offered during the Second year. **Each credit will carry 12 hours of teaching/contact hours.** The number of credits and hours per week are indicated against each course in the list of courses presented in the Programme Structure.

4. Summer Training, Corporate Internship and Project Work

As a part of MBA (FS) Programme, the candidate has to complete the

- i. ***Summer Training of 4 Credits of 8 weeks duration after the completion of First year*** (May and June) : Candidate shall pursue summer Training to gain on the job experience in finance & investment companies / professional firms such as Stock Brokers, Project management Consultants / small and medium enterprises in Goa or outside Goa or outside the Country.
- ii. ***Corporate Internship of 4 Credits of 8 weeks duration in the Fourth Semester*** (January and February) : Candidate shall pursue Corporate Internship in any Financial Service Organization including, stock exchanges, finance and investment companies, stock brokers, insurance companies, mutual fund companies, banks, small and medium sized enterprises in Goa or Outside Goa or outside the country.
- iii. ***Project Work carrying 4 credits to be completed in Fourth Semester:*** Students enrolled for the Programme are required to complete Project work of 4 credits in Semester IV. This Project work shall be in the form of Case Study, Work Experience at Internship Organization, Learning outcome of the internship, Problem solving for various issues at the Organization/Industry/Economy.

5. Core Course on Contemporary Developments in Financial Markets

The Course on the Contemporary issues and Current developments in Financial Markets shall be offered in the Fourth Semester. This Course shall be covered by the Visiting Faculty (Senior Industry Managers/ Academic Faculty) from recognized institutions/Universities. 2 Credits of this Course shall be covered before the Corporate Internship and 2 Credits shall be conducted after the completion of the Corporate Internship. The sessions shall be engaged either in traditional classroom setting or through online mode. The evaluation of this Course shall be done by the Visiting Faculty.

6. Credit Transfer

Candidate is allowed to transfer credits, if he/she wishes to earn maximum number of credits in Semester III (12 credits) from other institutes affiliated to Goa University in Goa or recognized institutes from Outside Goa, or the institutes having MOU with Goa University from outside India. Students also have the option of choosing any other Elective Courses available at the **SWAYAM portal*** (maximum 2 courses of 4 credits each) during third Semester.

7. Desired Certificate Courses to enhance the employability (Non-Credit Courses)

The candidate is required to fulfill the Certifications desired to be completed in the duration of 2 years of the MBA (Financial Services) Programme. Any Four (4) Certification Courses offered by NSE's Certification in Financial Markets (NCFM), National Institute of Securities Markets (NISM), Bombay Stock Exchange Certification Courses (BSE) or Association of Mutual Funds of India (AMFI) shall be completed. The list of Certifications courses available on portals of the respective organizations will be given informed to the students at the time of orientation in the beginning of the academic year.

Apart from academic qualification like MBA (FS), the Financial Service Industry makes it mandatory (as per SEBI Regulations) that, the employees in the respective functional areas like Depository Services, Mutual Funds, Capital Markets, Derivatives Markets, Online trading have to qualify in the above certification courses.

8. Evaluation of Courses

The weightage for the continuous evaluation of Core and Elective Courses in ISA (Intra-semester Assessment) and SEA (Semester End Assessment) is 40% and 60% respectively. All courses shall be evaluated for marks proportionate to the number of credits.

- i. Summer Training to be evaluated by the Internship Organization (2 Credits) and the MBA (FS) Faculty guides (2 Credits).
- ii. Corporate Internship to be evaluated by the respective Internship Organization (4 Credits).
- iii. Project Work to be evaluated by the MBA (FS) Faculty guides (4 Credits).
- iv. Contemporary Issues in Financial Markets to be evaluated by the respective Visiting Faculty (4 Credits).

9. Soft Skills and Digital Learning

Skill development courses like Interview Facing Skills, Presentation Skills etc will be conducted throughout the duration of two year Programme in the form of Workshops.

10. Industrial / Institutional Tour

Industrial/ Institutional Tour with **no credits** is offered and the entire expenditure for the tour is to be met by the students.

11. Programme Outcome

MBA (Financial Services) students will be able to

PO 1: Apply conceptual, operational and managerial skills in the different specialized functional areas in Financial Service industry.

PO 2: Take up the responsibilities in the functional areas of financial markets such as Mutual Funds, Banking, Capital Markets, Corporate Finance and other related areas.

PO 3: Students are trained to take up self employment/ start-up ventures in various functional areas of financial services industry.

MBA (Financial Services) -List of Courses

Description of a Course appears on the page number listed in the last column of the table. Total number of credits and hours per week are shown in the table.

Core Courses				
Course Code Number and Name [Semester I and II]	Hrs/week	Credits	Page #	
FSC111	Financial Services	4	4	
FSC112	Macroeconomics and Corporate Laws	4	4	
FSC113	Corporate Finance	4	4	
FSC114	Capital Markets and Operations	4	4	
FSC115	Business Communication	4	4	
FSC211	Quantitative Techniques and Research Methodology	4	4	
FSC212	Investment Management	4	4	
FSC213	Financial Derivatives	4	4	
FSC214	Financial Reporting and Analysis	4	4	
FSC215	Marketing of Financial Service Products	4	4	
Core Courses [Semester III] – Financial Services				
FSC311	IT for Financial Services	4	4	
FSC312	Business Analytics in Financial Services	4	4	
FSC313	Summer Internship Report		4	
Elective Courses [Semester III] – Financial Services				
FSO314	Equity Valuation	4	4	
FSO315	Start-ups in Financial Services	4	4	
FSO316	Tax Planning for Investments	4	4	
FSO317	Corporate Social Responsibility and Business Ethics	4	4	
FSO318	Debt Management	4	4	
FSO319	International Financial Markets	4	4	
FSO320	Financial Econometrics	4	4	
FSO321	Bank Management	4	4	
FSO322	Mutual Funds Management	4	4	
FSO323	Insurance Management	4	4	
FSO324	Financial Risk Management	4	4	
FSO325	Commodities Markets Operations	4	4	
FSO326	Intellectual Property Rights (IPR Laws)	4	4	
FSO327	Business Valuation, Mergers and Acquisitions	4	4	
FSO328	Organizational Behaviour	4	4	
FSO329	Behavioural Finance	4	4	
Core Courses [Semester IV]				
FSC411	Contemporary Developments in Financial Markets *		2	
	- Pre Corporate Internship		2	
	- Post Corporate Internship			
FSC412	Corporate Internship [Field Based Core Course]		4	
FSC413	Project work		4	

*This Course will be covered by the Visiting Faculty (Senior Industry Managers/ Academic Faculty) from reputed institutions/Universities.

Desired Certifications Courses [Non-credit Courses]

Any Four Certifications Courses of NISM/ NCFM/ BSE/ AMFI

At the beginning of the Semester III, the MBA (FS) will open the Specialization Courses from the list given above. Minimum number of students for an elective course shall not be less than 20% of the intake. Students are required to opt for 3 Specialization Courses during the Semester III from the Specialization Courses offered. Students have the option of choosing any other Elective Courses offered by other Disciplines of Goa University or Courses available at the SWAYAM portal (maximum 2 courses) or from other institutes affiliated to Goa University in Goa or recognized institutes from Outside Goa, or the institutes having MOU with Goa University from outside India.

List of SWAYAM Courses to be offered under MBA (Financial Services)			
Sr. No.	Name of the Course	Offered By	Duration
1	Banking and Financial Markets: A Risk Management Perspective.	IIM-B	6 Weeks
2	Basics of Digital Marketing	Devi Ahilya Vishwavidyalaya, Indore	12 Weeks
3	Business Analytics & Text Mining Modelling Using Python	IIT-ROORKEE	8 Weeks
4	Business Statistics	Maharani's Women's Commerce and Management College, Mysore	12 Weeks
5	Corporate Finance	New L J Commerce College, AHMEDABAD.	12 Weeks
6	Direct Tax - Laws and Practice	Tezpur University	15 Weeks
7	Entrepreneurship and IP strategy	IIT Kharagpur	8 Weeks
8	Financial Accounting and Analysis	IIM-B	6 Weeks
9	Fundamental of Insurance	Madurai Kamaraj University	12 Weeks
10	Innovation, Business Models and Entrepreneurship	IIT-ROORKEE	8 Weeks
11	Intellectual Property	National Law University, Delhi	15 Weeks
12	Introduction to GST	Netaji Subhas Open University	12 Weeks
13	Introduction to Marketing Essentials	IIM-B	6 Weeks
14	Leadership	IIT-KHARAGPUR	4 Weeks
15	Management Information System	IIT-KHARAGPUR	12 Weeks
16	Managerial Economics	IIT-BOMBAY	12 Weeks
17	Marketing research and analysis	IIT-ROORKEE	8 Weeks
18	Organizational Behaviour	IIT Hyderabad	12 Weeks
19	Soft Skills For Business Negotiations And Marketing Strategies	IIT-KHARAGPUR	12 Weeks
20	Innovation and Start-up Policy	IIM-B	8 Weeks

Recommended Distribution of Courses : Semester wise

	Course Code		Course Code
Semester – I (Core)	FSC111	Semester – II (Core)	FSC211
	FSC112		FSC212
	FSC113		FSC213
	FSC114		FSC214
	FSC115		FSC215

Summer Training [8 Weeks] – Core Course

At the end of Semester – II, students will have to COMPULSORILY undergo eight weeks (May and June) Summer Training to gain on the job experience in finance & investment companies / professional firms such as Stock Brokers, Project management Consultants / small and medium enterprises in Goa or outside. It is the responsibility of the students to identify and join the Organizations for their Summer Training. Students have to submit the Experience Letter duly filled and certified by the official along with the Evaluation Form from the respective Internship organization. In the Semester III, students are required to submit a Summer Training Report along with the Presentation based on their learning experience during 8 weeks of Summer Training.

Recommended Distribution of Courses : Semester wise

	Course Code		Course Code
Semester – III (Core)	FSC311	Semester – III (Elective)	FSO314
	FSC312		FSO315
	FSC313		FSO316
Semester – IV (Core)	FSC411		FSO317
	FSC412		FSO318
	FSC413		FSO319
			FSO320
			FSO321
			FSO322
			FSO323
			FSO324
			FSO325
			FSO326
			FSO327
			FSO328
			FSO329

MBA (Financial Services)

Programme	: MBA (Financial Services)
Course Code	: FSC111
Course Title	: Financial Services
Number of Credits	: 4
Effective from AY	: 2020-21

Need of the Course	: Indian Financial Services sector is set to dominate the Indian economy for the next few decades and its operations are fast evolving. Being a fast-paced growing sector comes a plethora of job opportunities for the candidates. “Financial Services” course has been designed to facilitate the candidates in their careers and equip the students with the minimum knowledge benchmark of understanding Financial Services sector. This course will help learners with a comprehensive and broad-based knowledge about the Financial Services sector and get acquainted with various Fund based and Fee-based services with in-depth understanding of specific products, players and functioning of Financial Services. It will also support learners in preparing for a Series of Certification in Financial Services.	
Description of the Course	: Financial Services covers basics of Fund –based and Fee based with in-depth knowledge of all essential areas in financial services so as to enhance the knowledge of their learners. It covers topics related to efficient Depository system which is proven critical to the efficient functioning of the Capital Markets and is mandated by the Depository, that all branches of Depository Participants must have persons qualified Depository Certification Program. Securitization, structuring mechanism and legal aspects will be dealt in for structuring of structured products. Understanding the role of Credit rating Agencies, their process and rating methodology with their research reports will be covered. Mutual Funds” has been designed to facilitate the thought for candidates in preparing for Certification Examination of Mutual Fund and make their career in Mutual Fund industry.	
Objectives of the Course	:The Course Mainly Focuses On: <ol style="list-style-type: none">1. Basic knowledge of Concepts and Functions of Fund Based and Fee Based Financial services. Factoring Operational and its Impact Aspects.2. Learn the Process and Methodology of Credit rating of Indian Credit Rating Agencies with services provided with Reports.3. Structuring and mechanism of Securitization with Legal Aspects.4. In-depth knowledge of Depositories Operations.5. Insight into the Mutual Fund Operations, Offer documents and Investment plans.	
Course Content		
Unit 1	: Introduction to Financial Services and Factoring	10 Hours
Introduction to Financial Services -Overview of Financial Services, Banking and Non - Banking Companies - Introduction to Fund based and Fee based Financial services. Concepts - bank guarantees,		

<p>letter of credits, export credit, bancassurance, sale of non-banking products through banks, etc</p> <p>Factoring -Definition of Factoring-Meaning of Factoring- features of Factoring- Activities of Factoring- Mechanism of Factoring -Various Documents involved in factoring. Types of Factoring- International Factoring - two Factor Systems- Direct Export Factoring - Direct import Factoring. Factoring agreement- Functioning of Factoring- Cost of Factoring-Impact of Factoring. Factoring v/s Forfaiting, Advantages and Disadvantages of Factoring.</p>		
Unit 2	: Credit Rating and Securitization	12 Hours
<p>Credit Rating– Introduction- Concept of Credit rating- Definition-need- Types of credit rating- Credit rating symbols, Indian Credit Rating Agencies Process and Methodology of Credit Rating- Advantages and Disadvantages.</p> <p>Securitization – Definition- Concept-Securitisation blend of Financial Engineering and Capital markets Need for Securitisation -Process of Securitisation -Players involved in Securitisation -Pass Through Certificate and Pay Through Securities structure-Securitisation laws (SARFAESI) Act -Benefits of Securitization – Asset Reconstruction companies</p>		
Unit 3	: Depositories	15 Hours
<p>Depositories as intermediaries- Depository Participant (DP) agent of depository- Internet Initiatives at NSDLSPEED-e- SIMPLE- SPICE- IDeAS- and STEADY. Overview of NSDL- Depository System- NSDL - Bank –An Analogy- NSDL – Bank (Difference). Depositories Act 1996- Section 4, 7, 8, 9, 10, 14, and 16. Eligibility Criteria for depository- Registration- Commencement of Business- Agreement between Depository and Issuers- Rights and Obligations of Depositories- Records and Functions to be maintained by Depository -Business Rules of NSDLFunctions-Services Offered by NSDL- Technology and Connectivity of NSDL Depository System. Business Partners – Systems- Procedures and Practices-. Depository Participants-Eligibility criteria prescribed by the SEBI (Depository & Participants) Regulations, 1996.</p> <p>Dematerialisation, Process of dematerialisation and Rematerialisation -Account Opening- Trading and Settlement. Pledge - Procedure for Pledge - Creation of Pledge/ or- Closure of a Pledge - Invocation of Pledge.</p>		
Unit 4	:Mutual Funds	11 Hours
<p>Mutual Funds –Definition -Types and classifications of Mutual funds- Organisation of Mutual funds - Parties in Mutual Fund Organisation Structure- Offer Document- Contents of Offer document (asper the format specified by SEBI) and Key Information Memorandum (KIM) contents - Investment plans - Advantages and Disadvantages of Mutual Funds.</p>		
Pedagogy	<p>: The methodology used in the class will combine interactive lectures, applications and case discussions. Lectures will be addressed using ICT enabled classroom teaching. The required readings, lecture notes, and the assigned home works and cases are intended to support learning objectives and will prepare the students adequately for the preparation of Module Series in Financial services. In addition to the lectures, review sessions with self – learning of advanced areas in the course with latest developments.</p>	
Reference/Readings	<ol style="list-style-type: none"> 1. Bhole L. M. & Mahakud J., “Financial Institutions and Markets: Structure, Growth & Innovations”, Tata-McGraw Hill 2. Gordon & Natarajan, “Financial Markets and Services”, Himalaya Publishing House 	

	<ol style="list-style-type: none">3. J.C. Verma, "Credit Rating (Practice and Procedure) "Bharat Publication house4. J. C. Verma, " Leasing Financing and Hire Purchase, Bharat Publications5. J.C Verma, "Mutual Funds and Investment Portfolio, Bharat Publications6. J.C. Verma., Venture Capital Financing in India, Response Books7. Khan M.Y., "Financial Services", Tata MC Graw Hill Co. Ltd., New Delhi8. P. K. Gupta, fundamentals of Insurance, Himalaya Publishing house9. P. Periaswami, Principles and Practice of Insurance, Himalaya Publishing House.10. Sanjiv Agarwal, Pavan Kumar Vijay and Manisha Bapna "Investors Guide to Depositories" Bharat Publications11. Vinod Kothari's, "Securitization: The Financial Instrument of the New Millennium"12. NCFM- Depositories Module13. NISM – Mutual Funds Module Series
Course Outcome	<p>The learning outcomes of this course are:</p> <p>CO1: Understanding of basics and features of all Fund based and Fee Based services. Functional with Operational aspects Factoring services.</p> <p>CO2: Preparation and analysis of Research Reports done by Credit Rating Agencies on different instruments. Understanding of structuring of Securitization instruments and players with process of Securitization with Legal implications.</p> <p>CO3: Preparation and Appearing for NSDL module.</p> <p>CO4: NCFM and NISM exam preparation with strong fundamentals knowledge imparted in the course.</p>

MBA (Financial Services)

Programme	: MBA (Financial Services)
Course Code	: FSC112
Course Title	: Macroeconomics and Corporate Laws
Number of Credits	: 4
Effective from AY	: 2020-21

Need of the Course	: The need of the course is to provide a good understanding of the application and significance of macroeconomics for the financial sector to take key management decisions within the organization. This course is meant to give students insight into the dynamics of our national economy. The knowledge gained in the course will make students better-informed citizens and allow them to follow debates over national economic policy reported in news media.	
Description of the Course	: The course will give students a good understanding of the linkage between financial markets and the real economy and discuss how the government uses fiscal and monetary tools to meet important public policy objectives. The course outlines the topics: Introduction to Macroeconomics, Inflation and Interest rates, National income accounting, Government and Fiscal Policy, Money and Monetary Policy, and Open Economy Macroeconomics.	
Objectives of the Course	: The following are the main objectives of the course - 1. To understand the essentials of macroeconomics and financial markets. 2. To elaborate on various macroeconomics concepts and learn macroeconomics behaviour. 3. To evaluate how markets determine national income, inflation and interest rates. 4. To enhance quality research relating to macroeconomics and financial markets.	
Course Content		
Unit 1	: Introduction to Macroeconomics	14 Hours
Introduction - Microeconomics and Macroeconomics – Significance of Macroeconomics for the financial sector - The concept of ‘equilibrium’ in economics - Inflation and Interest Rates – Measurement of Inflation - inflation - Impact of inflation on macroeconomic variables - Controlling inflation - Interest Rates - Factors affecting the level of Interest Rate - Impact of Interest Rates - Concept of Real Interest Rate - National Income Accounting- Unemployment-Saving and Investment in India - The changing composition of India’s economic environment and latest trends – Case studies using relevant research articles.		
Unit 2	: Government and Fiscal Policy	12 Hours
Role of the Government in an Economy - Government Expenditure and Revenue: Understanding the Government accounts - Bringing together the Revenue and the Expenditure side - The Deficit Indicators - Financing of the deficit by the Government - Fiscal Deficit and sustainability of Internal Debt - Fiscal policies and their impact on the financial markets - Relevance of annual budget on Indian economy - Case studies using relevant research articles.		

Unit 3	: Money and Monetary Policy	12 Hours
Role of Money - Components of Money in India - Demand for Money - Supply of Money - Different roles of RBI in India - Role of Commercial Banks in Money Supply - Other Instruments of Money Supply - Market Stabilization Scheme - Use of Monetary policy - Case studies using relevant research articles.		
Unit 4	: Corporate and Economic Laws	10 Hours
Company law – Appointment and qualification of directors, meetings of board and its powers, Inspection and investigation, arrangements and amalgamation, Mismanagement and winding up Securities Laws – Securities Contract Regulation Act 1956, SEBI Act 1992 - Foreign Exchange Management Act 1999		
Pedagogy	: Lectures/ classroom discussion/ presentation/case study/ group project/ assignment or a combination of some of these. The sessions shall be interactive to enable peer group learning.	
Reference/Readings	<ol style="list-style-type: none"> 1. MuraliIyengar, Money Matters: Macro Economics and Financial Market, Sage Publication India. 2. Rangarajan and Dholakia, Macroeconomics, TMH. 3. D N Dwivedi, Macroeconomics- Theory and Policy, McGraw-Hill HED. 4. H. L. Ahuja, Principles of Microeconomics, S. Chan. 5. NCFM Macro-Economics for Financial Markets Module. 6. Corporate and Economic Laws, Taxmann Publications. <p>Reference Websites:</p> <ol style="list-style-type: none"> 1. https://www.india.gov.in/ 2. https://www.rbi.org.in/ 3. https://www.indiabudget.gov.in/ 	
Course Outcome	:Upon completion of this course, the students will able to: CO1: Explore the significance of macroeconomics in financial markets. CO2: Discuss the implications of various macroeconomic variables. CO3: Understand the provisions of corporate and economic laws. CO4: Perform empirical research relating to macroeconomics and financial markets.	

MBA (Financial Services)

Programme	: MBA (Financial Services)
Course Code	: FSC113
Course Title	: Corporate Finance
Number of Credits	: 4
Effective from AY	: 2020-21

Need of the Course	: This course focuses on corporate finance from the managerial point of view. Students will engage in vivid discussions about the key considerations behind fundamental choices CFOs face. Students will also gain insight on the company’s financial decision-making processes and learn how to make educated financial decisions. Corporate financial management involves the process through which the corporation creates value through its capital allocation decisions. Using a blend of quantitative tools and analyses, managers forecast financial needs and opportunities, assess the value of these opportunities, and implement a strategy for achieving the company’s financial goals. Major corporate finance decisions include capital budgeting decisions, valuation analysis, financing decisions, risk management, and dividend policy. Students will learn how to analyze how a company functions by looking into the yearly reports disclosed by companies. They will gain knowledge on how to apply the most important ratios (e.g. leverage/ return on investment) and will be able to analyze the company results.	
Description of the Course	: The Core function of any concern is financing, this course presents the foundations of finance with an emphasis on applications vital for corporate managers with more emphasis on financial decisions made by corporate managers both within the firm and in their interactions with investors. Topics include criteria for making investment decisions, valuation of financial assets and liabilities, relationships between risk and return, capital structure choice, pay-out policy, Management and estimation of capital and emphasizing on sources and raising funds from domestic as well as international markets.	
Objectives of the Course	:The main objectives of the course are: 1. To provide an in-depth understanding of the core finance functions and decisions in the area of corporate financial management. 2. To provide a practical and problem insight for effective financial decision-making	
Course Content		
Unit 1	: Introduction to Corporate Finance	9 Hours
Corporate Finance - Meaning, nature, evolution, objectives, functions and scope - Interface of financial management with other functional areas - environment of corporate finance - functions and role of financial manager, Introduction to Time Value of Money —		

Compounding and Discounting - Importance of Risk and Return Analysis in Corporate Finance.		
Unit 2	: Corporate Decisions	18 Hours
<p>Capital Structure Decision-: Capital Structure Theories - Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani-Miller Hypotheses with special reference to the process of arbitrage and Agency Cost.<i>(Including Practical Problems)</i></p> <p>Capital Budgeting Decision-: Nature - Process of capital budgeting - Investment evaluation criteria: (Discounted and Non-Discounted Methods). Risk analysis in capital budgeting and Capital rationing. <i>(Including Practical Problems)</i></p> <p>Dividend Decision-: Issues in dividend decisions - forms of dividend - Theories of relevance and irrelevance of dividends. <i>(Including Practical Problems)</i></p>		
Unit 3	: Working Capital Management	12 Hours
<p>Meaning – Nature - Objectives and Approaches of Working Capital - Static vs. Dynamic View of Working Capital - Factors determining requirement of Working Capital - Methods for financing of working capital - Optimum Working Capital Estimation. <i>(Including Practical Problems)</i></p>		
Unit 4	: Mobilization of Finance	9 Hours
<p>Sources of Short Term and Long Term Finance - mobilising equity, debt - different methods of raising these funds - Public Deposits and RBI Regulations - RBI and Public Deposits with NBFCs - Foreign Capital and collaborations - Foreign Direct Investment (FDI) - (GDRs) and (ADRs) and other External sources of Finance. <i>(Including Case Studies)</i></p>		
Pedagogy	The pedagogy for this course constitutes a mix of Lectures, Classroom Discussions /Assignments/Seminar Presentations.	
Reference/Readings	<ol style="list-style-type: none"> 1. Pandey, I. M. (2015). Financial Management, 11th Edition. Vikas Publishing House. 2. Khan, MY. and Jain, PK. (2014). Financial Management, 7th Edition. Tata McGraw Hill, New Delhi. 3. Chandra, Prasanna. (2015). Financial Management: Theory and Practice, 9th Edition. Tata McGraw Hill, Delhi. 4. Van Horne. J.C. and J.M. Wachowicz. (2015). Fundamentals of Financial Management, 13th Edition. Prentice Hall, Delhi. 5. Brealey, Richard A; Stewart, C. Myers and Allen, F. (2017). Principles of Corporate Finance, 11th Edition. McGraw Hill, New York. 6. Bhole, L. M. (2017). Financial Institutions and Markets, 6th Edition. McGraw Hill. 7. Srivastava, R. M and Divya, N. (2014). Management of Indian Financial Institutions, 9th Edition. Himalaya Publishing House. 8. Varshney, P. N. and Mittal, DK. (2010). Indian Financial System, 11th Edition. Sultan Chand & Sons. 	
Course Outcome	<p>:After completion of this course the students shall be able to</p> <p>CO1: Understand the principles and concepts used in financial decision making;</p> <p>CO2: Identify the best course of action among several financial options;</p> <p>CO3: Learn to value different financial products.</p>	

MBA (Financial Services)

Programme	: MBA (Financial Services)
Course Code	: FSC114
Course Title	: Capital Markets and Operations
Number of Credits	: 4
Effective from AY	: 2020-21

Need of the Course	: The main purpose of this course to make the student understand the concept of Capital Markets in India. The students will be exposed working mechanism of Indian stock market theoretically and practically through mock trading. This paper emphasizes on the segments of Capital Markets and the various indices.
Description of the Course	: Capital Markets allow the investors to trade in financial instruments thereby allocating the funds and channelizing the savings from lenders to borrowers. As a student of Financial Services, there is an utmost requirement to understand the Capital markets, its segments and the working mechanism. This course emphasizes on the various aspects of trading, settlement in Indian stock exchanges and familiarizes the students on the stock market indices.
Objectives of the Course	<ol style="list-style-type: none"> 1. To introduce the students to Indian securities market, its intermediaries and instruments. 2. To familiarize the students about the various segments of the Indian Capital markets, its functions and various provisions. 3. To understand the working mechanism of Indian Stock Exchanges. 4. To learn about the Stock market indices and its computation.

Course Content		
Unit 1	: Introduction to Capital Markets	4 Hours
An overview of Indian Securities Market, Meaning, Functions, Intermediaries, Segments of Indian capital market.		
Unit 2	: Capital Markets in India	15 Hours
<p>Primary Market: Role of Primary Market – Methods of floatation of Capital –IPO's –Investor protection in primary market – SEBI measures for primary market– book building, role of brokers in making bids, ASBA, allotment through depository, buyback through depository.</p> <p>Secondary Market: Meaning, Functions of Secondary Market – Organization and Regulatory Framework for stock exchanges in India – SEBI measures for secondary market – Overview of major stock exchanges and commodity exchanges in India.</p> <p>Listing and Delisting of Securities: Meaning – Merits and Demerits – Listing requirements, procedure, fee –Listing conditions of BSE and NSE – Delisting</p>		
Unit 3	: Trading and Settlement in Indian Stock Exchanges	15 Hours
<p>BSE – Different trading systems – Share groups on BSE – BOLT System – Different types of settlements – Pay –in and Pay out –Trading – Settlement – Shortages – Auctions – Bulk deals – Block deals – Short Selling – Margin Trading</p> <p>NSE – Market segments – NEAT system options – Market types, order types and books – Trading, Clearing & Settlement – Demat settlement – Funds settlement – Valuation debit – Valuation price –</p>		

Auctions		
Unit 4	: Indian Stock Market Indices	14 Hours
Stock Market Index – Meaning – Purpose and Consideration in developing index –Methods (Weighted Aggregate Value method, Weighted Average of Price Relatives method, Free Float method) – BSE Sensex – Scrip selection criteria – Construction – BSE Investment Strategy Indices – BSE Thematic Indices – BSE Sectoral Indices - NSE indices – S&P CNX Nifty – Scrip selection criteria – Construction		
Pedagogy	:Lectures/ Class room Discussions/Assignments/Seminar/ Presentations/Mock Trading in stock markets/ICT enabled teaching methods/Flip Classroom	
Reference/Readings	<ol style="list-style-type: none"> 1. Donald E. Fischer and Ronald J. Jordan: Security Analysis and Portfolio Management, Pearson. 2016 2. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd.2015 3. Avadhani, Investment and Securities Market in India, Himalaya Publishing House.2016 4. Gopalsamy N., Capital Market, Delhi Macmillan India Ltd., 2007 5. Bailey, Roy E., The Economics of Financial Markets, New York, Cambridge University Press, 2009 <p>Reference Websites:</p> <ol style="list-style-type: none"> 1. www.bseindia.com 2. www.nseindia.com 3. www.moneycontrol.com 4. www.sebi.gov.in 	
Course Outcome	<p>After completion of this course the students will</p> <p>CO1: Understand about the Securities Markets in India, its functions, intermediaries and instruments.</p> <p>CO2: Understand the segments of Indian capital markets and regulatory framework for the same.</p> <p>CO3: Experiment mock trading.</p> <p>CO4: Learn to calculate Stock Market Indices.</p>	

MBA (Financial Services)

Programme	: MBA (Financial Services)
Course Code	: FSC115
Course Title	: Business Communication
Number of Credits	: 4
Effective from AY	: 2020-21

Need of the Course	To develop communication and presentation skills that would help the students become effective managers.	
Description of the Course	This course is structure in a way that highlights all necessary people skills and interpersonal communication. Each section is guided through practical sessions giving the students an opportunity to harness their managerial skills.	
Objectives of the Course	<ol style="list-style-type: none">1. This course would help students to understand the importance of communication and presentation skills2. This course would help students to understand the importance of interpersonal communication and writing skills3. This course would help students to understand the importance of motivation4. This course would help students to understand the importance of a leader and his role in team building.	
Course Content		
Unit 1	: Communication Skills	14 Hours
<p>Role of communication, defining and classifying communication, purpose of communication, barriers & gateway in communication. Oral and written Communication- Principles of successful communication, two sides of effective oral communication, effective listening, non-verbal communication, body language, paralanguage. Impact of Technological Advancement on Business Communication.</p> <p>Presentation Skills: What are presentation elements of presentation, designing a presentation, advanced visual support for business presentation, types of visual aid, appearance & posture, practicing delivery of presentation. Group Discussion: Objective and Need for Group Discussion in the selection process, Types of Group Discussion. Group Discussion Process- How to start, getting to speak, body language, making meaningful contribution, summarizing and ending a Group Discussion; Do’s and Don’ts in a Group Discussion, Group Behavior, Interview, types of interview, candidate’s preparation, interviewer’s preparation</p>		
Unit 2	: Interpersonal Skills and Report Writing	14 Hours
<p>Interpersonal Skills- Meaning, Scope, importance, factors hampering interpersonal skills, gateway to enhancing these skills. Personal reflection, Knowledge of self-awareness, self-critique, search for self-understanding. Parameters of Evaluation: Body language, Content, Creativity and originality, Voice, Eye contact, Analytical ability. Principles of writing reports: Preparatory steps, elements of style and tone, writing the report, order of writing, structure of reports, parts of a report, use of graphics.</p>		
Unit 3	: Motivation	10 Hours
<p>Motivation, early theories of motivation, and contemporary theories of motivation, Achieving organizational goals with a motivated workforce Increasing motivation to improve individual performance - Management skills required to motivate individuals and teams</p>		

Unit 4	: Leadership	10 Hours
Managers Vs Leaders, early leadership theories, contingency theories of leadership. Understanding group behavior, turning groups into effective teams. Delegating, appraising, evaluating, coaching and mentoring skills for Teambuilding		
Pedagogy	: Case studies, project work, assignments and presentations	
Reference/Readings	<ol style="list-style-type: none">1. Courtland L. Bovee– Business Communication Today-10th edition, Pearson Education Pte Ltd, 20072. Lesikar RV & Pettit Jr. JD – Basic Business Communication: Theory & Application (Tata McGraw Hill 10th Edition)3. Stephen Robbins, Mary Coulter- Principles of Management, 14th edition, Pearson Education.4. Koontz H. and Weihrich H., "Essentials of Management", McGraw Hill Int.	
Course Outcome	<p>Upon completion of this course, students will be able to:</p> <p>CO 1: Articulate themselves more effectively in different types and modes of communication.</p> <p>CO 2: Illustrate the parameters of interpersonal communication and body language.</p> <p>CO 3: Develop their managerial skills in motivating group members.</p> <p>CO 4: Develop their managerial skills and command a better control over interactions and communication as a team leader.</p>	

MBA (Financial Services)

Programme	: MBA (Financial Services)
Course Code	: FSC211
Course Title	: Quantitative Techniques and Research Methodology
Number of Credits	: 4
Effective from AY	: 2020-21

Need of the Course	:To familiarize students with the meaning and importance of carrying out successful research, its wide applications in various fields of study and the importance of making calculated decisions in the present globalised business world.	
Description of the Course	:This course is designed to motivate the students to identify research gap, identification and collection of relevant data (uni-variate, bi-variate, and multi-variate data sets) and finally analysis of data using various statistical techniques starting from reliability/normality testing, organising, describing, relationship and prediction, and testing the significance. Students are also familiarized with intellectual honesty and ethics while preparing a research report.	
Objectives of the Course	1. To understand the significance of research. 2. To develop research questions, objective and related hypothesis. 3. To learn how to process the data and interpret results.	
Course Content		
Unit 1	: Introduction to Research	8 Hours
Steps in the process of Research – Types of Research – Identification of Research Gap –Develop Research Questions, related Objectives and Hypothesis – Importance of Data (primary/secondary) identification, collection and analysis. [<i>Self-study of reading relevant research papers</i>].		
Unit 2	: Data Analysis-I	16 Hours
Uni / Bi / Multi Variate Data – Organising sample data – Describe the nature of sampling distribution – Analysing relationships and prediction (Predictive Analytics) – Application of probability and probability distributions (Binomial / Poisson / Normal). [<i>self-study of reading relevant research papers</i>] [<i>Includes practical problems</i>]. [<i>Using Ms-Excel</i>]		
Unit 3	:Data Analysis-II	18 Hours
Importance of Theory of Estimation and Testing of Hypothesis (Large and Small Sample Testing, Non-Parametric Testing). [<i>self-study of reading relevant research papers</i>] [<i>includes practical problems</i>] Multi-variate data analysis using Exploratory Factor Analysis (EFA), Confirmatory Factor Analysis (CFA) and Structural Equation Modelling (SEM). [<i>Self-study of reading relevant research papers</i>]. [<i>Using Ms-Excel</i>]		
Unit 4	:Report Writing	6 Hours
What constitutes a research report – Types of reports – Intellectual honesty and ethics (Plagiarism, Cheating, Fabrication and Falsification, Multiple Submission, Misuse of Academic Materials, Complicity in Academic Dishonesty).[<i>Self-study of reading relevant research papers</i>].		

Pedagogy	<p>The following methods and forms of study are used in the course</p> <ul style="list-style-type: none">• Lectures, Case Studies and Practicals.• Self-study on carrying out literature review and preparing content analysis.• Self-study of solving home assignments using MS Excel and other statistical software, working with psychometric and econometric data and also doing research based on the web.
Reference/Readings	<ol style="list-style-type: none">1. Chawla, Deepak and Sondhi, Neena. Research Methodology: Concepts and Cases. 2/e, 2016, Vikas Publishing House Private Ltd.2. Cooper, Donald R and Schindler, Pamela S, Business Research Methods, 9/e, 2006, Tata McGraw Hill.3. Krishnaswami, O. R, Ranganathan. M and Harikumar P. N. Research Methodology. 1/e, 2016. Himalaya Publishing house.4. Gupta, S.C. Fundamentals of Statistics. 17/e, 2019. Himalaya Publishing House.5. Aizel, Amir D and Sounderpandian, Jayavel. Complete Business Statistics, 6/e, 2019. Tata McGraw Hill.
Course Outcome	<p>Upon completion of the course the students will be able to:</p> <p>CO1: Successfully complete Content Analysis.</p> <p>CO2: Identify and collect relevant data and use appropriate tool for analysing the data.</p> <p>CO3: Ensuring intellectual honesty and ethics while preparing research report.</p>

MBA (Financial Services)

Programme	: MBA (Financial Services)
Course Code	: FSC212
Course Title	: Investment Management
Number of Credits	: 4
Effective from AY	: 2020-21

Need of the Course	The focus of Investment Management is to instill the knowledge of fundamental investment principals amongst student community. The focus of Security Analysis is on how others analyse your company’s securities on their own. Whereas, that of Portfolio Management is on how investors analyse your company’s securities in comparison with others’ on the security market. The course is to provide a good understanding of the field of investments and to learn about the theoretical frame work of Indian Capital Markets, to gain the skill in assessing and estimating the Investment Opportunities with the help of Risk and Return Analysis in Capital Markets. The understanding can be quite valuable because each of us must make various investment decisions during our lifetimes designed with a view to develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions.	
Description of the Course	This course is intended to provide a general overview of capital markets, financial instruments, and investment process. The course emphasizes the role of modern financial theory in portfolio management. Therefore the students will learn a wide range of topics such as, financial markets, trading, security valuation, diversification and asset allocation, modern asset pricing models, performance measurement, active portfolio management, financial derivatives, and fixed income securities	
Objectives of the Course	1. To enable students, develop skills in analyzing various types of securities. 2. To familiarize the students with the various approaches of portfolio management and portfolio selection.	
Course Content		
Unit 1	: Introduction to Investment Management	12 Hours
Investment Management - Nature and Scope - Investment Avenues - Types of Financial Assets and Real Assets - Security, Return and Risk - Systematic and Unsystematic Risk - Sources of Risk - Measurement of Risk and Return - Sources of Investment Information - Fixed Income Securities – Bonds, Preference Shares – Sources of Risk - Valuation, Duration of Bonds - Theory of Interest Rates - Yield Curve - Bond Innovations and their Valuation. <i>(Including Practical Problems/Case Studies)</i>		
Unit 2	: Securities Analysis	12 Hours
Analysis of Variable Income Securities - Fundamental Analysis - Company Analysis –		

Economic Analysis - Technical Analysis – Dow’s Theory - Charts – Efficient Market Hypothesis and its Implications - Tax Aspects of Investment - Securities Trading Procedure - A Critical Survey of Software Packages for Security Analysis <i>(Including Practical Problems/Case Studies)</i>		
Unit 3	: Portfolio Management	12 Hours
Meaning of Portfolio Management - Portfolio Analysis - Objectives - Process - Selection of Securities - Portfolio Theory - Markowitz Model- Sharpe’s Single Index Model - Efficient Frontier with Lending and Borrowing - Optimal Portfolio - Capital Asset Pricing Model - Arbitrage Pricing Theory - Two Factor and Multi Factor Models. <i>(Including Practical Problems/Case Studies)</i>		
Unit 4	: Portfolio Management Strategies	12 Hours
Portfolio Strategies - Bond Portfolio Management Strategies - Equity Portfolio Management Strategies - Strategies using Derivatives – Hedging - Portfolio Revision - Rebalancing Plans - Portfolio Evaluation - Sharpe’s Index - Treynor’s Measure and Jensen’s Measure. <i>(Including Practical Problems/Case Studies)</i>		
Pedagogy	:Lectures/ Class room Discussions/Assignments/Seminar/ Presentations	
Reference/Readings	<ol style="list-style-type: none"> 1. Donald E. Fischer and Ronald J. Jordan: Security Analysis and Portfolio Management, Pearson. 2016 2. Stanely S.C. Huang Maury Stall: Investment Analysis and Management, Allyn and Bacon Inco., Massachustes. 2015 3. Jerome B. Cohen and Edward D. Zinbarg et al : Investment Analysis and Portfolio Management, Ricchard D., Irwin Inc., Illinois 2016 4. Fischer & Jordan, Security Analysis and Portfolio Management, Prentice Hall India. 2015 5. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd. 2015 6. V. A. Avadhani, Investment and Securities Market in India, Himalaya Publishing House. 2016 7. Haim Levy and Marshall Sarnat: Portfolio and Investment Selection Theory and practice, prentice hall International New Jersy. 2015 	
Course Outcome	<p>After completion of this course the students will</p> <p>CO1: Gain comprehensive and in depth knowledge about investment, process and avenues</p> <p>CO2: Enable students to analyse securities and management of portfolio.</p>	

MBA (Financial Services)

Programme	: MBA (Financial Services)
Course Code	: FSC213
Course Title	: Financial Derivatives
Number of Credits	: 4
Effective from AY	: 2020-21

Need of the Course	The introduction to Derivatives course is perfect for beginners or anyone who would like to build up their understanding about the capital markets. It also prepares an individual for a career in the fascinating world of trading financial assets as well as trains them how to make money trading derivatives. This course will constantly help learners with strategies for equity and derivatives investment and provide knowledge for trading, hedging and arbitrage opportunities. This course is a perfect choice to understand the complexities of the world of derivatives. A sound understanding of Derivatives aids to hedge risk in the underlying, create option ability, provide leverage, speculate as well as switch asset allocation which are very essential in the globalised scenario.	
Description of the Course	The course is designed to provide basic knowledge about risk management and the new instruments of capital market i.e., derivatives used for managing risk. It mainly comprises of a description of the concepts of risk management, Forwards/Futures, Options and Swaps along with the trading mechanics and pricing of these instruments. The Course will help to understand the complex world of derivatives markets.	
Objectives of the Course	<ol style="list-style-type: none">1. To describe and explain the fundamental features of a range of key financial derivatives instruments.2. To demonstrate an understanding of the risk management approaches and techniques in the field of derivatives markets.3. To provide the ability to solve problems requiring pricing derivative instruments and hedge market risk based on numerical data and current market trends.4. To teach the skills required to understand the risk management needs of clients and to communicate the solutions for the complexities in financial derivatives.	
Course Content		
Unit 1	: Introduction to Financial Derivatives	10 Hours
Financial Derivatives – Introduction – Need and Scope - economic benefits of derivatives - Types - Features - Functions- Factors contributing to the growth of derivatives - Exchange traded versus OTC derivatives -traders in derivatives markets - Financial Derivatives Market in India - Major Recommendations of Dr. L.C. Gupta Committee – Regulatory system of Derivative markets in India – trading mechanism of Derivatives on BSE and NSE. Brief overview of currency, interest rate and commodity derivatives.		

Unit 2	: Futures and Forwards Financial Derivatives	12 Hours
Futures - Evolution of Futures Market in India – Functions – Traders – Trading Mechanism – Specifications of Contracts – Clearing House – Operations of Margins – Settlement Procedures and Types – Pricing of Futures - Cost of Carry and Reverse Cost of Carry – Futures and Forwards – Index Futures – Currency Futures – Interest Rate Futures – Hedging using Futures - Arbitrage and Speculation Opportunities. <i>(includes practical problems)</i>		
Unit 3	: Options Derivatives	14 Hours
Types – Pay-offs – Moneyness of Options – Trading mechanism – Factors impact the Option Price – Option Pricing Models – Put –Call Parity Model – Binomial Option Pricing Model – Black and Scholes Model – Sensitivities of Option Price - Option trading strategies. <i>(includes practical problems)</i>		
Unit 4	: Swaps and Interest Rate Derivatives	12 Hours
Interest rate futures (IRF's) and Forward Rate Agreements (FRA's) – Contract Specifications – Pricing– Hedging using IRF's and (FRS's) Contracts – Arbitrage and Speculative Opportunities - Financial Swaps - features and uses of swaps - Mechanics of interest rate swaps – valuation of interest rate swaps – currency swaps – valuation of currency swaps. <i>(includes practical problems)</i>		
Pedagogy	ICT enabled Classroom teaching/ Case study/ Practical / live assignment/ Interactive class room discussions	
Reference/Readings	<ol style="list-style-type: none"> 1. N.D.Vohra and B.R.Bagri, Futures and Options, Tata McGraw Hill, New Delhi. 2. John C Hull, Fundamentals of Futures and Options market, Pearson Education, New Delhi 3. Robert W Kolb, Understanding Futures Markets, PHI, New Delhi 4. Franklin R Edwards, Futures and Options, Tata McGraw Hill, New Delhi 5. V K Bhalla, Financial Derivatives and Risk Management, S Chand, New Delhi 6. Chance, Introduction to Derivatives and Risk management, Thomson Learning 7. D C Patwari, Options and Futures in an Indian Perspective, Jaico Publishers 8. I.M, Pandey, Advanced Financial Management, Vikas Publishing House, New Delhi. 9. William F. Sharpe, Gordon J Alexander and Jeffery V Bailey, Investments, Prentice Hall New Delhi 10. R.Mahajan, Futures and Options, Vision Books Pvt Ltd, New Delhi. 11. Prafulla Kumar Swain, Fundamentals of Derivatives, HPH 12. Business Dailies 13. Parasuraman, “Derivatives”. 14. SSS Kumar, “Derivatives”. 	
Course Outcome	Upon completion of this course, students will be able to: CO 1: Understand the description, features, and the purpose of using variety of financial derivatives in capital markets.	

	<p>CO 2: Understand the mechanism of derivatives trading and the various approaches of pricing of derivative instruments.</p> <p>CO 3: Demonstrate critical thinking, analytical and problem solving skills in the context of derivatives pricing and hedging practices.</p> <p>CO 4: Help clients in the areas of Risk Management, Investment Banking, Treasury Management for solving the risk management issues.</p>
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MBA (Financial Services)

Programme	: MBA (Financial Services)
Course Code	: FSC214
Course Title	: Financial Reporting and Analysis
Number of Credits	: 4
Effective from AY	: 2020-21

Need of the Course	: Any manager (supervisory level officer) in any organization should be capable of taking various corporate decisions and guide reporting officers. To implement corporate decisions, requirement of understanding financial information and analysing financial statements is a basic necessity. Financial analysis and reporting is designed to enhance the student’s knowledge in financial management and enable them in making career in corporate organization.	
Description of the Course	: The basic course outline is; it covers units on Financial Reporting, Preparation of Financial Statements and its analysis. It adds the recent developments in the area of financial reporting and analysis.	
Objectives of the Course	: The objectives of this Course are: 1. To examine the information contained in corporate annual and quarterly reports. 2. To assess the performance of a company from viewpoint of different stakeholders and 3. To understand the recent developments in the area of financial reporting and analysis.	
Course Content		
Unit 1	:Financial Reporting	12 Hours
Purpose and Scope of Financial Reporting, Users of Financial Reports, Underlying Assumptions, Content of annual reports, Quality of financial reporting, Reporting regulation in India, Reporting regulations for Partnership firms, Reporting regulations of Companies. Role and Relevance of Accounting Standards.		
Unit 2	:Preparation of Financial Statements	12 Hours
Financial characteristics of different types of businesses viz., manufacturing organisations, trading organisations, banking companies, insurance companies, service organisations- Income Statement for Merchandising firms, Income Statement for Service firms, and Balance Sheet, Statement of Changes in Equity, Cash Flow Statement and Fund Flow Statement.		
Unit 3	:Analysis of Financial Statements	12 Hours
Comparative Analysis and Common-Size Statement Analysis, Trend Analysis, Ratio Analysis		
Unit 4	:Developments in Financial reporting and Analysis	12 Hours
Spreadsheet modelling and financial analysis, Recent scandals in financial reporting, Contemporary issues in Financial reporting. Role and Relevance of Statutory Audit, Inspections by regulators, Reporting of Financial Instruments, Value Added Statements, Corporate Social Responsibility Reporting.		

Pedagogy	: The pedagogy for this course constitutes a mix of Lectures, Cases/Mini-cases, and Discussions on annual reports.
Reference/Readings	<ol style="list-style-type: none">1. Meigs&Meigs, Accounting the Basis for Business Decisions, Tata McGraw Hill, New Delhi. 20172. Pankaj Gupta, Management Accounting, Excel Books, New Delhi, 2006.3. Bhattacharya S.K. &Dearoon.J., Accounting for Management – Text and Cases, New, Delhi, Vikas. 20104. NarayanaSwamy, Financial Accounting: A Managerial Perspective, Prentice Hall of India. 20155. Bhattacharya, Financial Accounting for Business Managers – Perspective, Prentice Hall of India. 20156. MC Shukla, TS Grewal, Financial Accounting, S. Chand 20157. Cliff T. Ragsdale: Introduction to business analytics, Cengage Publishers .20198. Chakraborty & Hrishikesh – Management Accountancy, Oxford University Press. 2015
Course Outcome	: Upon the completion of this course the students will be able to CO 1: Understand the contents of financial reports. CO 2: Analyze the financial statements. CO 3: Learn the uses of financial accounting data. CO 4: Discuss the recent developments in Financial Reporting and analysis.

MBA (Financial Services)

Programme	: MBA (Financial Services)
Course Code	: FSC215
Course Title	: Marketing of Financial Service Products
Number of Credits	: 4
Effective from AY	: 2020-21

Need of the Course	Financial services have global customers and understanding marketing of financial products plays a vital role in this dynamic environment. Adopting suitable marketing strategies in different markets is the key to a successful business.	
Description of the Course	Discuss marketing basics and its application to financial services markets. Throw light on the tools and techniques used for marketing research which facilitates managerial decision-making.	
Objectives of the Course	To familiarize the students with the concepts of marketing and its scope. Understanding the nature of services in developing the marketing mix. Comprehending different marketing strategies adopted in the banking industry Exposure to tools and techniques used for marketing of mutual funds and insurance products and other financial products in the corporate arena.	
Course Content		
Unit 1	: Basics of Marketing	12 Hours
Marketing Environment – Market Analysis – Market Segmentation, Targeting and Positioning. Marketing Strategies: Product strategies – Pricing strategies – Distribution strategies – Promotion strategies. Product life Cycle, New product Development. B2B Marketing – Marketing Planning and Control.		
Unit 2	: Service Marketing	18 Hours
Difference between goods and services – scope and nature of services – services marketing mix – Product Elements in services – Distribution in Services – Pricing and Revenue Management of services – Promotion and Communication in services – Designing and Managing Service Processes – Managing People for service Advantage - Constructing the Physical Service Environment. Importance of Customer Relationship Management - Service Quality and Productivity — Customer Loyalty		
Unit 3	: Marketing of Banking Services	10 Hours
Marketing strategies of Banking Services – Banking products and services; Distribution, Pricing and Promotion Strategy for Banking Services - managing People, Process and Physical Environment in banks. Attracting and Retaining bank customers. Marketing strategy of credit cards, debit cards, saving accounts and different types of loans. Case Studies on strategies by banks.		
Unit 4	: Marketing of Mutual Funds and Insurance Products and Securities	8 Hours
Mutual Funds and Insurance Markets in India and the Marketing strategies involved. Marketing of insurance products- Life and Non Life Products. Marketing of Pension Funds. Marketing of Securities – Shares, Bonds, Debentures, Gold ETF’s, and Commodities etc. ETFs used for disinvestments, Case Studies on promotion tools used to market financial securities.		

Pedagogy	: Case based analysis, assignments, field survey, project work
Reference/Readings	<ol style="list-style-type: none">1. Mary Ann Pezzullo, Marketing Financial Services (1978, Hardcover)2. Varshney & Gupta "Marketing Management" Sultan Publications3. Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileswar Jha Marketing Management: A South Asian Perspective, 14/e, Pearson Education.4. Zeithaml, Valarie A and Bitner, Mary Jo; Services Marketing: Integrating Customer Focus across the Firm; TMH, 6th edition, McGraw-Hill Education India Pvt.Ltd. 2016.5. Sinha and Sahoo (Eds.), Services Marketing Text and Readings, Himalaya Publishing House, Mumbai, 19946. Ravishankar, Services Marketing-The Indian Experiences, South Asia Publications, New Delhi, 1999.
Course Outcome	<p>Upon the completion of this course the students shall be able to</p> <p>CO1: Understand the concept of marketing</p> <p>CO2: Understand the scope and nature services marketing.</p> <p>CO3: Demonstrate an ability to create a services marketing plan or critically evaluate existing marketing strategies and tactics in the banking sector.</p> <p>CO4: Demonstrate an ability to create a services marketing plan or critically evaluate existing marketing strategies and tactics in Mutual Funds and Insurance Products and Securities.</p>

Programme	: MBA (Financial Services)
Course Code	: FSC311
Course Title	: IT for Financial Services
Number of Credits	: 4
Effective from AY	: 2020-21

Need of the Course	: Integration of Information technology into Financial Services has gained immense significance during recent times. The companies offering financial services need to improve the service quality and delivery to the customers by integrating an element of IT into it. This course is designed to equip the learners with the use of Information technology in the financial services domain and introduce them to the emerging area of Fintech.	
Description of the Course	: The course mainly focusses on Fintech in Financial Services industry and digitalization in the Indian banking sector. This course covers the emerging concept of cryptocurrency, its working mechanism and regulatory framework. Further, it discusses about the Cyber security, Securing financial transactions on the web and the IT Act 2000 and its amendments.	
Objectives of the Course	1. To expose the learners to the emerging area of fintech in Financial Services industry. 2. To equip the learners with the digitalization in the Indian Banking Sector. 3. To enable the learners about the concept of Blockchain technology and Cryptocurrency. 4. To equip the learners with the Laws governing Cyber security.	
Course Content		
Unit 1	: Fintech in Financial Services Industry	15 Hours
FinTech - The Rise of FinTech - Reshaping the Financial Services Industry. FinTech in the Payments Industry - Multichannel Digital Wallets - Digital Wallets - Applications supporting Wallets. FinTech in the Lending Industry - Formal Lending - Informal Lending - FinTech Disrupting the Lending Business - P2P Lending - POS Lending - Online Lending (B2B/B2C) - Payday Lending - Microfinance – Crowdfunding. FinTech in a Wealth Management Industry - Financial Advice - Automated Investing - Socially Responsible Investing - Equity Research FinTech. FinTech in the Insurance Industry - Ushering in the New Age of Collaborative Insurance through - P2P Insurance - On-Demand Insurance: Insuring only When One Wants It.		
Unit 2	: Information Technology in Banking	9 Hours
IT in Banking: Impact of IT on Indian Banking sector, Digital Transformation of Indian Banks, Recent IT trends in the Banking sector – Card based payments, Use of MICR based cheque processing, Electronic		

clearing services, use of RTGS/NEFT, E-banking (Mobile banking, Internet banking), Neobanks, Digital payments, Smart bank strategies - Electronic Fund Management –Automated Teller Machines, Internet Banking, UPI payment, Computerisation of Clearing of Cheques, Cheque Truncation System, SWIFT and Bank Identification Code, Recent development in Payment and settlement system in India, Cyber-crimes and Fraud management in Banking.		
Unit 3	: Introduction to Cryptocurrency and Blockchain Technology	12 Hours
What is cryptocurrency, types, introduction to blockchain technology, working mechanism of cryptocurrency, investment in cryptocurrency, usage of cryptocurrency for purchases and payments, cryptocurrency in India, Regulation of Cryptocurrency.		
Unit 4	: Cyber Security and IT Act 2000	12 Hours
Introduction to cyberspace, Cybercrime, need for cyber security, securing web-browser, secured password – Cyber security initiatives in India – security of financial transactions – emerging cyber security threats – Cyber law basics, IT Act 2000 and its amendments.		
Pedagogy	: Interactive Lectures/Discussions/ presentations/case study/ individual or group projects/ assignments/Class activities or a combination of some of these. The sessions shall be interactive to enable peer group learning.	
Reference/Readings	<ol style="list-style-type: none"> 1. Sharma Mukund, Banking and Financial Services, Himalaya Publications, Latest edition 2. Agarwal O. P., Banking and Insurance, Himalaya Publications, Latest edition 3. Arjunwadkar Parag, Fintech, the technology driving disruptions in the Financial Services Industry, CRC Press, Taylor and Francis Group. 4. Gupta Pranay and Tham T. Mandy, Fintech the new DNA of Financial Services, Walter de Gruyter Press. 5. Arslanian Henri and Fischer Fabrice, The Future of Finance, the impact of Fintech, AI and Crypto on Financial Services, Palgrave Macmillan. <p>Reference websites: www.coinmarketcap.com www.investopedia.com www.blockchain.com www.meity.gov.in</p>	
Course Outcome	<p>Upon the completion of this course the learners shall be able to:</p> <p>CO1. Understand the fintech disruptions in the Financial Services Industry.</p> <p>CO2. Examine the digital transformation in Indian Banking Industry.</p> <p>CO3. Explore the concept of Blockchain technology and cryptocurrency.</p> <p>CO4. Discuss the cyber security law basics and provisions of IT Act 2000.</p>	

Programme	: MBA (Financial Services)
Course Code	: FSC312
Course Title	: Business Analytics in Financial Services
Number of Credits	: 4
Effective from AY	: 2020-21

Need of the Course	: Modern business organizations across industry segments are increasingly relying on data-driven decisions. This is true for varied sub-segments of financial services industry. Global enterprises are accelerating their investments in business analytics and looking for data-minded professionals. In the light of this trend, it is important to acquire skills in business analytics.	
Description of the Course	: The course introduces learners to the concept of business analytics, its major categories and role in strategic business decision making. Subsequently the three major categories of business analytics are covered in significant detail. This includes descriptive, predictive and prescriptive analytical techniques.	
Objectives of the Course	<ol style="list-style-type: none">1. To familiarize the learners about the domain of business analytics.2. To equip learners with tools and techniques in descriptive analytics.3. To enable learners, acquire skills in performing predictive analytics using varied tools and techniques.4. To equip learners with tools and techniques of prescriptive analytics for determining optimal solutions to given business resources problem.	
Course Content		
Unit 1	: Introduction to Business Analytics	6 Hours
Meaning and significance of business analytics - Applications of business analytics – Types of business analytics - Descriptive analytics - Predictive analytics – Prescriptive analytics - Building analytics capability – Business analytics process – Role of business analytics in strategy – Deployment of business analytics model – Requirements for effective implementation of business analytics models – Big data analytics – Challenges in data driven decision making – Application software in business analytics.		
Unit 2	: Descriptive Analytics	12 Hours
Introduction to descriptive analytics – Structured and unstructured data – Descriptive statistics - Data visualization: Univariate visualization, Bivariate visualization, Multivariate visualization - Graphical exploratory data analysis (Example: Box-plots, heatmap, Histograms, Scatterplots) – Building business intelligence dashboard – Mapping – Interactive data charts – Association rules – Sequence rules – Segmentation rules: Cluster analysis (K-means and Hierarchical clustering) – Social media analytics.		
Unit 3	: Predictive Analytics	18 Hours
Regression models: Introduction to classical linear regression model - Assumptions of CLRM – Specification and estimation of bivariate and multiple regression models – Statistical inference and hypothesis testing – Properties of least square estimators (BLUE) – Model diagnostics – Model misspecification errors – Violation of regression assumptions.		

Decision Tree: Introduction – Chi-Square Automatic Interaction Detection (CHAID) tree development – Classification and Regression Tree (CART) – Random forest – Machine learning applications in decision tree analysis. Other techniques: Discriminant analysis - Principal component analysis – Artificial Neural Network.		
Unit 4	: Prescriptive Analytics	12 Hours
Introduction to prescriptive analysis – Linear programming (LP) model building – Sensitivity analysis in LP – Graphical solution to LP – Dual LP – Primal-Dual relationships – Linear Integer programming – Portfolio optimization techniques.		
Pedagogy	: lectures/ case analysis/assignments/class room interaction/lab	
Reference/Readings	<ol style="list-style-type: none"> 1. Laursen, G. and Thorlund, J. (2010), Business Analytics for Managers, Wiley. 2. Kumar, U. (2017), Business Analytics: The Science of data-Driven Decision Making, Wiley. 3. Rao, P. (2013), Business Analytics: An Application Focus, PHI Learning, Delhi. 4. Baesens, B. (2014), Analytics in a Big Data World, Wiley. 5. Abbott, D. (2014), Applied Predictive Analytics, Wiley. 6. Winston, W. (2016), Microsoft Excel Data Analysis and Business Modeling, 5th Edn., Pearson. 7. Tatsat, H., Puri, S., Lookabaugh, B. (2020), Machine Learning and Data Science Blueprints for Finance, O'Reilly Media Inc., Boston, USA. 8. Mitchell, T. (2017), Machine Learning, McGraw Hill. 9. Kang, M. and Choi, E. (2021), Machine Learning: Concepts, Tools and Data Visualization, World Scientific. 10. Gujarati, D. (2004) Basic Econometrics, McGraw Hill, New Delhi. 11. Hayashi, F (2000), Econometrics, Princeton University Press, Princeton. 12. Wooldridge (2006), Introductory Econometrics, Thomson-South Western, Singapore. 	
Course Outcome	: Upon completion of the course learners will be able to: CO1. Explain the concepts in business analytics, its process and strategic significance. CO2. Perform descriptive analytics on data with techniques of descriptive statistics and data visualization. CO3. Perform cluster analysis and social media analytics using relevant application software. CO4. Apply techniques of regression models, decision trees, Discriminant analysis, and Artificial Neural Network in developing predictive models. CO5. Determine optimal solutions for given business resource problem with application of linear programming. CO6. Construct optimal investment portfolios using appropriate optimization techniques.	

Programme	: MBA (Financial Services)
Course Code	: FSO314
Course Title	: Equity Valuation
Number of Credits	: 4
Effective from AY	: 2020-21

Need of the Course	: Equity valuation is one of the most important analytical processes in finance that has widespread applications in investments, corporate valuations, mergers and acquisition transactions, legal and tax matters and other similar areas. A course in equity valuation provides knowledge of necessary valuation techniques and models that can be used to determine true worth of a firm’s equity.	
Description of the Course	: The course introduces the learners to the fundamentals of valuation theory and process. It has extensive coverage of varied equity valuation models applied in practice including dividend discount models, free cash flow models, price and enterprise multiples-based models and asset-based models with specific reference to determination of intrinsic worth of shares using company fundamentals.	
Objectives of the Course	1. To familiarize learners about equity valuation concepts, applications, process and model categories. 2. To provide applied knowledge of dividend discount models of valuation. 3. To equip learners with the knowledge of free cash flow models of equity valuation. 4. To develop skills in applying market based and asset-based models of equity valuation.	
Course Content		
Unit 1	: Introduction to Equity Valuation	8 Hours
Concept and types of value – Applications of equity valuation – Valuation process – Reporting valuation results – Valuation data and data quality considerations – Selecting equity candidates for analysis and valuation – Major categories of equity valuation models.		
Unit 2	: Discounted Dividend Models of Valuation	14 Hours
Underlying principle of dividend discount models – Single and multiple holding period valuations – Gordon growth model – Multistage dividend discount models: Two-stage, H-Model and Three-stage model – Estimation of growth rates –Estimating expected rate of return for discounting – Using spreadsheet applications for building DDM valuation models.		
Unit 3	: Free Cash Flow Models of Valuation	14 Hours
Concept of free cash flow – Measuring cash flows – Categories of free cash flows: FCFF and FCFE - Present value of free cash flows – Constant growth FCFF and FCFE models – Computing and Forecasting FCFF and FCFE – Single stage and Multi stage free cash flow models.		

Unit 4	: Market Based and Asset Based Valuation Approaches	12 Hours
Market based approach - Price multiples: P/E, P/B. Price to Sales, Price to Cash Flow models – Enterprise value multiples – Asset based approach: Intrinsic value – Case studies in valuation approaches adopted by investment bankers.		
Pedagogy	: lectures/ case analysis/assignments/class room interaction/lab	
Reference/Readings	<ol style="list-style-type: none"> 1. Pinto, J., Henry, E., Robinson, T., Stowe, J. (2010), Equity Asset Valuation, 2nd Edn., Wiley. 2. Damodaran, A. (2006), Damodaran on Valuation: Security Analysis for Investment and Corporate Finance, 2nd Edn. Wiley. 3. McMillan, M., Pinto, J., Pirie, W., Venter, G. (2011), Investments: Principles of Portfolio and Equity Analysis, Wiley. 4. Veibig Jan, Poddig, T. and Varmaz, A. (2008), Equity Valuation: Models from Leading Investment Bankers, John Wiley and Sons. 5. Palepu, K and Healy, P. (2013), Business Analysis and Valuation Using Financial Statements, 5th Edn., South-Western Cengage Learning, US. 6. Damodaran, A. (2012), Investment Valuation: Tools and Techniques for Determining the Value of Any Asset, 3rd Edn., Wiley. 7. Kelleher, J. (2010), Equity Valuation for Analysts and Investors: A Unique Stock Valuation Tool for Financial Statement Analysis and Model Building, McGraw Hill. 8. Jain, S. and Narang, K. (2014), Advanced Accountancy: Corporate Accounting, Kalyani Publishers, New Delhi. 	
Course Outcome	: Upon completion of the course learners will be able to: CO1. Explain the concepts in equity valuation, its application and process. CO2. Determine value of a firm's equity using dividend discount models. CO3. Estimate equity value of listed companies using free cash flow models. CO4. Value equity shares by applying market based and asset-based models. CO5. Develop spreadsheets for equity valuation.	

Programme	: MBA (Financial Services)
Course Code	: FSO315
Course Title	: Start-ups in Financial Services
Number of Credits	: 4
Effective from AY	: 2021-22

Need of the Course	: The purpose of this course is to enable the students to understand the intricacies of becoming an entrepreneur in financial services. It gives an overview of the financial and registration requirements for start-ups in the field of financial services.	
Description of the Course	: This course begins with explanation on development and growth of entrepreneurship in today’s economy. The next section works towards demystify key financing concepts to give entrepreneurs and aspiring entrepreneurs a guide to secure funding. Further on, it highlights the procedural requirements in the field of financial services. Finally concluding with the upcoming field of FINTECH.	
Objectives of the Course	1. To understand the concept of entrepreneurship and its prospects. 2. To demystify key financing concepts to give entrepreneurs and aspiring entrepreneurs a guide to secure funding. 3. To get an exposure to the registrations and regulations for entrepreneurship in financial services. 4. To recognize the upcoming areas in the field of start-ups like FINTECH.	
Course Content		
Unit 1	: Introduction to Start-up Ecosystem	12 Hours
Origin, growth, and development of entrepreneurship – The entrepreneurial and intra-preneurial mind – Entrepreneur, entrepreneurship, and enterprise –Entrepreneurial development training– Process of Development and Growth (Imitation, Innovation, and Invention) – Creativity – Agents of Growth (Entrepreneur, Intrapreneur, Government) – Birth of an Enterprise (Growth agents, process, outcome) Business Plan: Meaning and importance – Business Plan for an existing venture Vs new venture – Business Valuation Approaches – Components of Business Plan – Do’s and Don’ts of Business Plan. Process of preparing successful business plan		
Unit 2	: Financing a Plan	12 Hours
Financing a Plan: Sources of Development Finance – Role of Financial Institutions and Consultancy Firms – Evolution of Venture Capital – Growth Agents Vs Venture Capital Vs Economic Development – Economic Impact of Venture Capital – Global Venture Capital Scenario – Role of Venture Capital Associations Managing a venture. Crowdfunding, Angel investors and government assistance schemes as source of raising finance. Managing at different Life Cycle Stages – Strategies available (concentration, stability, growth, retrenchment, and consolidation) – Preparing for the New Venture Launch – Early Management		

Decisions – Growth of the New Venture – New Venture Expansion – Going Public – Ending the Venture.		
Unit 3	: Registration Procedures and Requirements	12 Hours
<p>Who is a Registered Investment Advisor, Regulations of SEBI (Investment Advisers), Regulations, 2013, Procedure for registration, Qualification and certification requirement, General Obligations and Responsibilities, Capital Adequacy Requirements, Disclosures to clients, Maintenance of Records, Procedure for action in Case of default?</p> <p>Portfolio Managers: Registration procedure, Capital adequacy requirement, Conditions of registration, Eligibility criteria and Fees, Obligation and Responsibilities, Services offered Brokers and Sub-Brokers: Registration of the Stock Brokers, Eligibility criteria, Registration of the Sub-Brokers, Deposits and Net worth requirements, fees and Charges, Documents to be submitted, different services offered by the Brokers.</p>		
Unit 4	: Start-ups in Fintech	12 Hours
<p>Meaning of Fin tech Start-ups, Evolution of Fintech, Payments, Cryptocurrencies and Block chains, Fintech offerings in India-PPIs, UPIs, Payment Bank, P2P Lending platforms, Digital Lenders. (Case studies on start-ups in Financial services industry)</p>		
Pedagogy	: ICT enabled Classroom teaching/ Case study/ Practical / live assignment/ Interactive class room discussions, Live terminal.	
Reference/Readings	<ol style="list-style-type: none"> 1. Timmons, Jeffry A; New Venture Creation: Entrepreneurship for the 21st Century, Irwin McGraw-Hill. 2015 2. Robert D. Hisrich and Micheal P. Peters, Entrepreneurship, Tata McGraw Hill. 2016 3. C. B. Gupta and N. P. Srinivasan, Entrepreneurship Development in India, Sultan Chand and Sons. 2017 4. Desai, Vasant, Dynamics of Entrepreneurial Development and Management, Himalaya Publishing house. 2017 5. Susanne Chishti and Janos Barberis, The FINTECH book, Wiley's publisher 2016. <p>Reference Websites:</p> <p>www.sebi.gov.in</p>	
Course Outcome	<p>: Upon completion of the course the students will be able to:</p> <p>CO1. Comprehend the importance and components of entrepreneurship.</p> <p>CO2. Explain the modalities of financing start-ups</p> <p>CO3. Adopt the registration and procedural requirements</p> <p>CO4. Get an exposure to the contemporary scenario of start-ups in Financial Services.</p>	

Programme : MBA (Financial Services)
Course Code : FSO316
Course Title : Tax Planning for Investments
Number of Credits : 4
Effective from AY : 2020-21

Need of the Course	: Tax planning is very essential for everyone as every citizen have to pay the tax to the Government in some form or the other. Savings are the form of investments and the investments are subject to various tax rates. This course makes the student aware of basic concepts under income tax, exemptions under income tax, heads of income, personal and retirement tax planning and various tax saving investment avenues. This course would enable students to build their careers as tax consultants.	
Description of the Course	: Tax Planning for investments course is designed with a view to equip the students with the knowledge of tax planning. This course enables the student in computation of gross total income, net taxable income and income tax liability. The students are exposed to various tax saving investments and tax planning strategies. The student while learning this course has to follow the current financial year as their assessment year.	
Objectives of the Course	<ol style="list-style-type: none">1. To understand the basic concepts of Income Tax and get exposure to the heads of income under Income tax act of 1961.2. To equip the learners with the tax planning under Capital gains and Income from other sources.3. To familiarize the learners with various tax saving instruments.4. To impart the knowledge of computation of tax liability, filing of returns and personal and retirement tax planning skills.	
Course Content		
Unit 1	: Basic Concepts under Income tax and Residential Status	14 Hours
Introduction – Basic concepts under Income tax act of 1961 - Residential Status – Scope of income and tax incidence for individuals - Incomes exempt from tax u/s 10. Heads of income – Income from Salaries, Income from House Property, Profits and Gains from Business and Profession, Income from Capital Gains, Income from Other Sources (Overview)		
Unit 2	: Capital Gains Tax Planning and Income from other sources	12 Hours
Income from Capital Gains – chargeability – computation of short term and long-term capital gain – allowable deductions, capital gains exempt from tax (Includes practical problems). Income from Other Sources, Basis of charge, dividend, interest on securities, allowable deductions.		
Unit 3	: Tax Saving Investments	10 Hours
Allowances available for the respective FY – Tax saving deductions, Tax saving u/s 80C, Best tax savings investments and its comparison with cases. Tax deducted at Source (TDS), Advance tax.		

Unit 4	: Tax Planning	12 Hours
Tax planning, purpose, importance and benefits, types of tax planning in India - concept of Tax evasion, Tax avoidance - Personal Tax planning, Computation of Gross total income, net taxable income and tax liability for individuals – Old and new tax regime for computation of tax liability of individuals – Tax planning for retirement – Filing of returns and Assessment.		
Pedagogy	: ICT enabled Interactive lectures, applications and case discussions/Assignments/Seminar presentations/Practical exercises.	
Reference/Readings	<ol style="list-style-type: none"> 1. Singhanian, V.K., Direct Taxes: Laws and Practices, Taxman Publications, New Delhi. Latest Edition. 2. Singhanian, V. K., Students' Guide to Income Tax, Taxman Publications, New Delhi. Latest Edition. 3. Singhanian, et al, Direct Taxes: Planning and Management, Taxman Publication, New Delhi. Latest Edition. 4. Bhagwati Prasad, Direct Taxes, New Age, New Delhi. Latest Edition. 5. Mehrotra and Goyal, Direct Taxes – Tax Planning and Management, Sahitya Bhavan, Agra. Latest Edition. <p>Reference Websites www.incometaxindia.gov.in</p>	
Course Outcome	<p>Upon the completion of this course the learners shall be able to:</p> <p>CO1. Explain the Concepts under Income tax and heads of income. CO2. Plan the Capital gains taxes and income from other sources. CO3. Identify and Compare various tax saving investments. CO4. Compute the tax liability and apply the tax planning strategies to Personal and Retirement tax planning.</p>	

Programme	: MBA (Financial Services)
Course Code	: FSO317
Course Title	: Corporate Social Responsibility and Business Ethics
Number of Credits	: 4
Effective from AY	: 2020-21

Need of the Course	: The globalization of business along with greater advances in technology has increased the complexity of ethical decision making in business. An understanding of business ethics has thus become a crucial element in the organizational environment. Students become more effective decision makers by examining the meaning and role of ethics in the business environment, and the social responsibility of business organizations. This course will also focus on how the firm, through the proper ethical perspective, could actually be a potent force toward attaining the common good of society.	
Description of the Course	: The course begins with a detailed introduction to CSR and Sustainability. It further highlights the Stakeholders and Social Causes that the corporations and institutions are responsible towards. A detailed CSR Lifecycle explains the stages which would help CSR planning. The International Framework throws light on the importance and standards maintained at the global level. Finally, the course emphasizes on the drivers of CSR in India with suitable cases and examples.	
Objectives of the Course	<ol style="list-style-type: none">1. To make students understand and recognize ethical issues in business and the field of CSR.2. To expose students to different issues in CSR and Sustainability for the development of the society.3. To highlight the managers social responsibility of Business.4. To explain the drivers of CSR in the international scenario.	
Course Content		
Unit 1	: Overview of Business Ethics and CSR	14 Hours
Definition and nature of Business ethics and CSR - Ethical and CSR problems in management in India - Ethical theories, Causes of unethical behavior and Ethical abuses; - Management of Ethics - Ethics analysis [Homer model] History of CSR, Concepts of Charity, Corporate philanthropy, Corporate Citizenship, Sustainability and Stakeholder Management. Environmental aspect of CSR Chronological evolution and Models of CSR in India. Relevant provisions of Indian Companies Act, 1956 and SEBI circulars on CSR.		
Unit 2	: CSR Issues	12 Hours
Environmental issues; balanced global environment Kyoto protocol of global warming, judicious use of natural resources. - Social issues; Labor and related issues-Ethics and human rights- Social responsibility of a business firm; Social responsibility of business stakeholders (owners, employees, consumers and community); response of Indian firms towards CSR.		

Unit 3	: Social Responsibility of Business	12 Hours
CSR and Consumer Protection: Consumerism, unethical issues in functional aspects of management (sales, marketing and technology etc.); Ethics in practice - professional ethics for functional managers; impact of ethics on competitive strategy - Cost-benefit analysis of corporate social responsibility and good corporate citizenship (Social / moral obligations and survival), Social audit.		
Unit 4	: The Drivers of CSR	10 Hours
Role of international trade and business organizations in developing business ethics and CSR, Legal compliance – Sarbanes-Oxley Act (SOX) - Home and host country's regulations and compulsions of international agencies. Review of current trends and opportunities in CSR, Review of successful corporate initiatives and challenges of CSR. Case Studies of Major CSR Initiatives.		
Pedagogy	: Case discussion, participative learning, discussions, role play, experiential learning through practical case handling, assignment, conceptual and contextual learning, presentations.	
Reference/Readings	<ol style="list-style-type: none"> 1. C.S.V Murthy, "Business Ethics- Text and Cases", Himalayan Publishing House, 2010. 2. Lura P.Hartman Joe Des Jardins, Business Ethics, Mc Hill Education, 2013. 3. The Planetary Bargain: Corporate Social Responsibility Matters by Michael Hopkins 4. C. U. Saraf, Corporate Social Responsibility, Corporate Governance, Sustainable Development and Corporate Ethics/Business Ethics 5. Harsha Mukherjee, Sustainable CSR - CSR Basics 6. William B. Werther Jr. and David Chandler, Strategic Corporate Social Responsibility: Stakeholders in a Global Environment, Second Edition, Sage Publications, 2011 7. Sanjay K Agarwal, Corporate Social Responsibility in India, Sage Publications, 2008 8. Mark S. Schwartz, Corporate Social Responsibility: An Ethical Approach, Broadview Press, 2011 9. George Pohle and Jeff Hittner, Attaining Sustainable Growth through Corporate Social Responsibility, IBA Global Business Services, 2008 	
Course Outcome	<p>Upon the completion of this course the learners shall be able to:</p> <p>CO1. Explain and recognize ethical issues in business and in the field of CSR.</p> <p>CO2. Identify the different issues in CSR and Sustainability for the development of the society.</p> <p>CO3. Develop managerial understanding of social responsibility of Business</p> <p>CO4. Examine the legal framework of International Business scenario.</p>	

Programme : MBA (Financial Services)
Course Code : FSO318
Course Title : Debt Management
Number of Credits : 4
Effective from AY : 2020-21

Need of the Course	Debt or Credit mechanism has undergone phenomenal changes in recent years. The officer dealing with debt or credit should possess a good knowledge and expertise in dealing with the debt undertaken by the businesses. The apt assessment of the various options of availing debt finances and the timely honoring of the debt is the key to avoid default. The current course focuses on inculcating the required expertise in the said domain.	
Description of the Course	This paper is intended to equip the candidate with knowledge, skills and attitudes required for the application of debt management principles in various lending financial institutions.	
Objectives of the Course	The course focuses to provide in depth understanding of 1. Different credit facilities, credit delivery mode along with the Regulatory framework. 2. Appraisal of Credit and the Various techniques of credit appraisal 3. Debt Management Strategies 4. Monitoring of Debt Repayment & NPA Management	
Course Content		
Unit 1	: Overview of Credit	12 Hours
Types of Credit Facilities: Various Types of Credit Facilities - Cash Credit, Overdrafts, Demand Loan, Bills Finance - Drawee Bill Scheme, Bills Discounting. Peer-to-Peer Lending as source of raising debt finance by corporate firms. Credit Delivery: Modes of Delivery, Sole Banking Arrangement, Multiple Banking Arrangement, Consortium Lending, Syndication. Credit Thrust, Credit Priorities, Credit Acquisitions, Statutory & Regulatory restrictions on Advances.		
Unit 2	: Credit Appraisal	14 Hours
Credit Appraisal: Validation of proposal, Dimensions of Credit Appraisals, six “C”, Structuring of Loan documents, Credit Risk, Credit Risk Rating, Credit Worthiness of Borrower, Purpose of Loan, Source of Repayment, Cash Flow, Collateral. Technical Appraisal, Commercial / Market Appraisal, Managerial Appraisal, Financial Appraisal, Economic Appraisal, Environmental Appraisal, Project Cost & Means of Finance, Cost of Production & Profitability, Sensitivity Analysis, Break-even Analysis.		
Unit 3	: Debt Management Strategies	8 Hours
Debt Management Strategies, Optimum level of Debt, Debt Management in MSME, Bankruptcy Code, Case studies on Debt Management.		

Unit 4	: Monitoring, Supervision & Follow up of Debt	14 Hours
<p>Credit Monitoring - Process of Monitoring, Different Monitoring Tools, Check-list for Monitoring, monitoring by using various statements, QIS Formats / guidelines, Supervision & Follow Up.</p> <p>Corporate Debt Restructuring (CDR) Mechanism, CDR Structure & Operations, New RBI Framework for Distressed Assets, Willful Defaulters, Penal Measures, Compromise, Legal Action, Civil litigation, Pre and Post - filing precautions, Type of Decrees, Modes of Execution of Decree, Lok Adalat, Debt Recovery Tribunal, SARFAESI, Write Off.</p>		
Pedagogy	Interactive Lectures/Discussions/ Presentations/case study/ individual or group projects/ assignments/Class activities or a combination of some of these.	
Reference/Readings	<ol style="list-style-type: none"> 1. Glen Bullivant, Credit Management, Gower Publishing Ltd. (2010) 2. John D. Finnerty & Douglas R. Emery, Debt Management: A Practitioners Guide, Harvard Business School Press 3. Finlay S., The Management of Consumer Credit, Palgrave Macmillan 4. Kiran Barman, Public Debt Management in India, Uppal Publication house 5. Gerald Miller, Handbook of Debt Management, M. Dekker 6. H.W. Singer, Soumitra Sharma, Growth and External Debt Management, Palgrave Macmillan 	
Course Outcome	<p>Upon the completion of this course the learners shall be able to:</p> <p>CO1. Explain the concept of credit facilities, types and modes of credit.</p> <p>CO2. Discuss in detail the credit appraisal process</p> <p>CO3. Explain the various debt management strategies.</p> <p>CO4. Monitor, supervise and follow up the debt repayment by the borrowers.</p>	

Programme	: MBA (Financial Services)
Course Code	: FSO319
Course Title	: International Financial Markets
Number of Credits	: 4
Effective from AY	: 2020-21

Need of the Course	The global economy is massive and growing. The International Financial Market is the place where financial wealth is traded between individuals (and between countries). It can be seen as a wide set of rules and institutions where assets are traded between agents in surplus and agents in deficit and where institutions lay down the rules. The need of the course is to provide a good understanding of the International Financial Market. The knowledge gained in the course will make students better-informed financial market participants.	
Description of the Course	The course will give students a good understanding of various aspects of International Financial Market. The course outlines the topics: Overview of International Financial Markets, International Bond Markets, International Stock Markets, and International Financial Crisis.	
Objectives of the Course	<ol style="list-style-type: none">1. To enable learners to discuss various aspects of International Financial Markets.2. To enable learners to apply the concepts of International Bond Markets.3. To enable learners to apply the concepts of International Stock Markets.4. To enable learners to discuss the implications of International Financial Crisis.	
Course Content		
Unit 1	: Overview of International Financial Markets	10 Hours
Impact of Market Imperfections – Motives for International Investment – Motives for Firms to Obtain Funds from Foreign Markets – Instruments Used to Facilitate International Transactions: Currency Futures, Currency Options, Swaps – Markets Used to Facilitate International Transactions – Recent Developments Affecting International Financial Markets.		
Major International Organizations - Bank for International Settlements, The World Federation of Exchanges, International Finance Service Centre (IFSC) in Gujarat’s GIFT city. Off-shore financial centres. Tax havens, FATCA.		
Unit 2	: International Bond Markets	14 Hours
Development of International Bond Markets – Comparison of Global Bond Market Yields – Assessment of Bond Yield Differentials Across Countries – International Bond Valuation: Impact of Interest Rate Movements, Impact of Exchange Rate Movements, Hedging Exchange Rate Exposure – International Bond Diversification – Use of Swaps in International Bond Market – Currency Cocktail Bonds.		

Unit 3	: International Stock Markets	14 Hours
Use of Foreign Stock Market by Issuers - Use of Foreign Stock Market by Investors – Characteristics of Stock Markets – Around-the-Clock Global Security Trading – Benefits from International Diversification. Comparison of International Stock and Bond Portfolios – Estimating Return and Risk from International Diversification – Operationalizing International Diversification – Managing Exchange Rate Risk of securities portfolio.		
Unit 4	: International Financial Crisis	10 Hours
Introduction to Financial Crisis – Macroeconomic and Microeconomic Causes – Stages of the Crisis – Securitization and how it fuelled the Crisis – Credit Crisis in U.S. – Credit Crisis in Europe - Credit Crisis in Japan - Credit Crisis in China - Credit Crisis in India – Asian Crisis - Learnings from Crisis.		
Pedagogy	: Lectures/ classroom discussion/ discussion using relevant research papers/ presentation/case study/ group project/ assignment or a combination of some of these. The sessions shall be interactive to enable peer group learning.	
Reference/Readings	<ol style="list-style-type: none"> 1. Chevallier, J., Goutte, S., Guerreiro, D., Saglio, S., and Sanhaji, B. (2019). <i>International Financial Markets</i>. Routledge, Taylor and Francis Group. 2. Grabbe, J. O. (1996). <i>International Financial Markets</i>. Prentice Hall. 3. Grote, R., and Marauhn, T. (2006). <i>The Regulation of International Financial Markets – Perspectives for Reform</i>. Cambridge University Press. 4. Kim, H. (2018). <i>Globalization of International Financial Markets – Causes and Consequences</i>. Routledge Revivals. 5. Machiraju, H. R. (2003). <i>International Financial Markets and India</i> (Second Edition). New Age International (P) Limited. 6. Tucker, A. L., Madura, J., and Chiang, T. C. (1991). <i>International Financial Markets</i>. West Publishing Company. 7. Valdez, S., and Molyneux, P. (2016). <i>An Introduction to Global Financial Markets</i> (Eighth Edition). Palgrave, Macmillan Publishers Limited. 	
Course Outcome	: Upon completion of this course, the students shall be able to: CO1. Discuss the significance of International Financial Market. CO2. Apply the concepts of International Bond Markets. CO3. Apply the concepts of International Stock Markets. CO4. Discuss the Implications of International Financial Crisis.	

Programme	: MBA (Financial Services)
Course Code	: FSO320
Course Title	: Financial Econometrics
Number of Credits	: 4
Effective from AY	: 2020-21

Need of the Course	Financial econometrics is one the most applied fields in the context of financial modelling. It enables learners understand the underlying relationships between financial variables and use these relationships in forecasting, predictions and policy making process. Financial econometrics has extensive applications in various segments of financial services industry particularly, financial markets, banking, insurance, corporate finance, and mutual funds.	
Description of the Course	The course provides extensive coverage of econometric models for cross-section, time series and panel data. For cross section data, models with dummy variables, logit, probit and Tobit models are covered in this course. Further it includes univariate and multivariate time series models for forecasting of series as well as volatility in given time series. Similarly, with respect to panel data econometrics, the course curriculum extends coverage from basic pooled, fixed effects and random effects model to advanced topics in panel unit root, cointegration and dynamic panels.	
Objectives of the Course	<ol style="list-style-type: none">1. To familiarize learners with advanced regression models for cross-section data.2. To equip learners with knowledge and skills in application of time series modelling for forecasting.3. To facilitate learners, develop models for examining short run and long run relationship between multiple time series.4. To equip learners with skills in developing advanced panel data models for micro and macro level analysis.	
Course Content		
Unit 1	: Introduction to Financial Econometrics and Advanced Regression Models	12 Hours
Financial econometrics: Meaning, nature, process and applications of financial econometrics – Regression models with dummy variables - Applications of Dummy Variables in Seasonal Analysis, and Structural breakpoint analysis – Linear probability model - Binary and Multinomial Logit models - Probit Model – Tobit model.		
Unit 2	: Time Series Econometrics - I	12 Hours
Stochastic process - Stationarity in time series: Concept, Significance, Tests of stationarity in time series, ACF and PACF functions, Unit root tests – Econometric modelling and forecasting using time series data – AR, MA, ARMA and ARIMA modelling – Diagnostics and forecasting using ARIMA – Evaluating		

forecast accuracy – Forecasting using Markov regime switching models.		
Unit 3	: Time Series Econometrics - II	14 Hours
Modelling short run and long run relationships between time series – Vector Autoregression models (VAR) – Granger causality – Cointegration and error correction models – ARDL model - Volatility models: ARCH/GARCH models – DCC GARCH and GARCH-BEKK models – Kalman filter.		
Unit 4	: Panel Data Econometrics	10 Hours
Panel data structure – Pooled OLS Regression – Fixed Effects model – Random effects model – Properties of Various Estimators - Fixed Effects versus Random effects model – Wald test - Breuch and Pagan Lagrange Multiplier Test – Hausman Test – Non-Stationary Panel - Panel unit root and cointegration tests – Dynamic panels and instrument variables.		
Pedagogy	: lectures/ case analysis/assignments/class room interaction/lab sessions using software E-views and Gretl applications.	
Reference/Readings	<ol style="list-style-type: none"> 1. Fabozzi, F., Focardi, S., Rachev, S. and Arshanapalli, B. (2014) The Basics of Financial Econometrics: Tools, Concepts and Asset Management, Wiley. 2. Asteriou Dimitriou,(2006), Applied Econometrics, Palgrave Macmillan, New York 3. Greene, W. (2004) Econometric Analysis, Prentice Hall, New York. 4. Gujarati, D. (2004) Basic Econometrics, McGraw Hill, New Delhi. 5. Hayashi, F (2000), Econometrics, Princeton University Press, Princeton. 6. Patterson, Kerry (2000) An Introduction to Applied Econometric: Time Series Approach, Palgrave Macmillan, New York 7. Ramanathan Ramu (2002), Introductory Econometrics with applications, Thomson South Western, Singapore 8. Wooldridge (2006), Introductory Econometrics, Thomson-South Western, Singapore. 	
Course Outcome	: Upon completion of the course learners will be able to: CO1. Apply probability-based models including LPM, logit, probit and Tobit models to financial data. CO2. Perform forecasting by developing ARIMA, Markov Regime switching models and VAR Models. CO3. Develop models for examining long-run relationship between financial variables using Johansen's cointegration and ARDL models. CO4. Forecast financial market volatility using advanced GARCH volatility models and Kalman filter. CO5. Demonstrate ability to develop useful panel data models with appropriate diagnostic procedures.	

Programme : MBA (Financial Services)
Course Code : FSO321
Course Title : Bank Management
Number of Credits : 4
Effective from AY : 2020-21

Need of the Course	The focus of Bank management is to inculcate the knowledge of banking sector among the student community. This paper helps to understand the overview of Indian banking system, various types of risk faced by them and also the various strategies/ methods adopted to manage and reduce the risk. This paper also emphasizes on NPA and customer relationship management in the banking sector.	
Description of the course	This course is designed to provide knowledge about the overview of the banking sector. As a financial services student, it is essential to understand the various components of the Indian Banking system, its risk management process, NPA’s management, and customer relationship management.	
Objectives of the course	<ol style="list-style-type: none">1. To introduce the students to the Indian Banking system, its products, and operations.2. To familiarize the students about the various risk faced by banks and to manage them.3. To understand the working mechanism of managing NPA’s in the Banking sector.4. To discuss about the customer relationship management in banks.	
Course Content		
Unit 1	: Overview of Banking Sector	12 Hours
Meaning and Importance of Banking, Structure of Indian Banking system, Role and Functions of RBI, Functions of Commercial Banking, Banking Products and Services, Banking operations and monetary control tools – CRR, SLR, Policy rates, Open market operation, Selective credit control, and other tools, Growth and Development in Banking sector, Shadow banking system.		
Unit 2	: Risk Management in Banking	12 Hours
Introduction, Risk Vs Uncertainty, Types of Risk in Banks, Risk Management Process, General Risk Management using CAMELS rating, Measures for identifying and controlling risks - Credit Risk, Interest Rate risk – Gap analysis, Duration analysis, Liquidity risk, market risk – Risk adjusted return on capital value at risk, Operating risk, International banking operation management, International risk assessment.		
Unit 3	: Assets Liability Management	12 Hours
Overview of Bank’s balance sheet and income statements, Assets Liability Management, Objectives of ALM, Pre-requisite of ALM, Asset and Liability Committee (ALCO) Non-Performing Assets (NPA), Capital Adequacy in Banks, off-balance sheet business, RBI guidelines on NPAs and Asset classification, Bad Bank Concept, Present status of capital adequacy and NPA in India, Know Your Customer (KYC) and Money Laundering in Banks.		
Unit 4	: Customer Relationship Management in Banks	12 Hours
Customer Relationship Management in Banking: Meaning, Objective and Importance of CRM. Understanding the goal of CRM and Customer Touch points in banks. CRM process and CRM cycle – Assessment phase, Planning phase, Executive phase. e-CRM in banks, Modules in CRM, Developing and Implementation of CRM strategy, Recent trends in CRM.		

Pedagogy	: The pedagogy for this course constitutes a mixture of Lectures, Case study, Assignment and Group Discussions
Reference/ Readings	<ol style="list-style-type: none"> 1. O.P. Agarwal, Banking and Insurance, Himalaya Publishing House, 2. Mukund Sharma, Banking and Financial Services, Himalaya Publishing House 3. M. Y. Khan: Indian Financial System, McGraw Hill, 4. Barbara Casu, Claudia Girardone, Philip Molyneux, Introduction to banking, Pearson, 2015 5. ICSI, Banking Law and Practice 6. NSE, NCFM Banking Sector Intermediate Module 7. Judith, W. Kincaid, Customer Relationship Management: Getting it Right, Pearson Education 8. Adrian Payne, Handbook of CRM: Achieving Excellence in Customer Management, Elsevier, 2005 <p><i>Reference Websites</i></p> <ol style="list-style-type: none"> 1. www.rbi.org.in 2. www.ica.nic.in 3. www.icsi.edu 4. http://iibf.org.in
Course Outcome	<p>After completion of this course, the students shall be able to:</p> <p>CO1. Explain the fundamentals of the Banking sector</p> <p>CO2. Summarize on risks in the banking sector and gain in-depth knowledge of banking operations.</p> <p>CO3. Explain the working mechanism of the banking sector in managing its NPA's.</p> <p>CO4. Explain the customer relationship management in banking sector.</p>

Programme	: MBA (Financial Services)
Course Code	: FSO322
Course Title	: Mutual Funds Management
Number of Credits	: 4
Effective from AY	: 2020-21

Need of the Course	Indian Mutual Fund industry has completed more than half century of its existence and it's growing at a rapid pace. This course has been designed with a view of acquainting the students with the knowledge of Indian mutual funds industry. It shall further facilitate the students in preparing for Certification Examination of Mutual Fund and make their career in Mutual Fund industry.	
Description of the Course	Mutual funds management course is designed to equip the students with the knowledge of Indian Mutual Industry and its various facets. It covers the Introduction to Indian mutual funds, types of mutual funds and innovative portfolio structures in mutual funds. Further it discusses the fund distribution channels and sales practices of mutual funds along with the quantitative evaluation and regulatory framework of mutual funds.	
Objectives of the Course	<ol style="list-style-type: none">1. To enable the learners to understand mutual fund structures and various distribution channels.2. To evaluate the mutual fund schemes and compare them.3. To understand the investment management in mutual funds.4. To learn the computation of NAV and provide the exposure to accounting and taxation policies of mutual funds.	
Course Content		
Unit 1	: Mutual Fund Structures and Fund Distribution Channels	12 Hours
Innovative Portfolio Structures: Index Funds, Exchange Traded Funds (ETF), Gold ETF, Arbitrage Funds, Monthly Income Plans, Fixed maturity Plans, Capital Protection Oriented Schemes, Debt Funds, Liquid Funds, Fund of Funds, International Funds, Venture Capital Funds, ESG Funds, Systematic Investment Plans (SIP), Systematic Transfer Plan (STP), Systematic Withdrawal Plan (SWC). Fund Distribution Channels of Mutual Funds, Stock exchange as a channel of distribution, and the Sales Practices.		
Unit 2	: Quantitative Evaluation of Mutual Fund Schemes and Investor Services	12 Hours
Quantitative Evaluation: Returns, Compounded Annualised Growth Rate, Risk – Beta, Standard Deviation, Risk Adjusted Return Measures – Sharpe Ratio, Treynor Ratio, Jensen’s Measure, Sortino Ratio, Information Ratio. Investor services: Transactions of mutual funds, Cut off timings and time-stamping of MF application forms.		

Unit 3	: Investment and Valuation policies of Mutual Funds	12 Hours
Equity Portfolio Management – Stock selection and classification – Passive fund management – Active fund management – Debt Portfolio Management – debt investment strategies – Investment policy and Restrictions. Valuation of investments of mutual funds , Method of valuation of investments, Underwriting of securities, Valuation of real estate assets and declaration of NAV.		
Unit 4	: Accounting and Taxation of Mutual Funds	12 Hours
Net Asset Value (NAV) – Meaning – Computation – factors affecting NAV – Pricing of units – Fees and expenses – Investment management and advisory fees – Initial expenses – Recurring expenses – Total expenses – Accounting policies. Investor Transactions, Distributable Reserves, Unique Aspects of Real Estate Schemes Accounting. SEBI updated regulations. Taxes for AMCs: Securities Transaction Tax and Income Distribution Tax, Taxes for Investors: Securities Transaction Tax, Taxes on Dividend, Capital Gains, Set-off and Carry Forward of Losses, Dividend Stripping and Bonus Stripping.		
Pedagogy	: Interactive Lectures/Discussions/ presentations/case study/ individual or group projects/ assignments/Class activities or a combination of some of these. The sessions shall be interactive to enable peer group learning.	
Reference/Readings	<ol style="list-style-type: none"> 1. National Institute of Securities Markets (NISM), Mutual Funds Foundation, Taxmann Publications Pvt. Ltd.; 2017 Edition. 2. National Institute of Securities Markets (NISM), Mutual Funds Distributor, Taxmann Publications Pvt. Ltd.; July 2017 Edition. 3. National Institute of Securities Markets (NISM), Mutual Funds Distributor (Level 2), Taxmann; August 2017 Edition. 4. AMFI Workbook 5. H. Sadhak, Mutual Funds in India, Marketing strategies and Investment Practices, SAGE Response; Latest edition. <p>Reference Websites:</p> <ol style="list-style-type: none"> 1. www.mutualfundindia.com 2. www.amfiindia.com 3. www.moneycontrol.com 4. www.valueresearchonline.com 5. www.mutualfundssahihai.com 6. www.sebi.gov.in 	
Course Outcome	<p>Upon the completion of this course the learners will be able to:</p> <p>CO1. Explain the innovative mutual fund structures and fund distribution channels.</p> <p>CO2. Evaluate and compare the performance of mutual funds.</p> <p>CO3. Examine the investment and valuation policies of mutual funds.</p> <p>CO4. Explain the accounting and taxation policies of mutual funds.</p>	

Programme	: MBA (Financial Services)
Course Code	: FSO323
Course Title	: Insurance Management
Number of Credits	: 4
Effective from AY	: 2020-21

Need of the Course	The need of the course is to provide a good understanding of risk, techniques of reduction, mitigation and management of risk and appreciate the role of insurance. It is a perfect choice to understand the various risks, covers/ policies and also to shape an individual towards career opportunity.	
Description of the course	The course covers topics related to insurance industry participants, insurance company operation, premium calculation, mechanism of claim settlement, role of intermediaries, various risks and insurance covers, important guidelines and regulations governing insurance business and new trends in insurance.	
Objectives of the course	1. To understand the fundamentals of insurance management. 2. To understand operations of insurance organizations and related entities, and, evaluate various insurance covers/ policies. 3. To acquire skill to be able to guide risk bearers on managing risks via the mechanism of insurance	
Course Content		
Unit 1	: Introduction to Risk Management and Insurance	10 Hours
Risk Management – Risk Vs Uncertainty, Types of Risks, Objective of Risk management, Risk Management Process, Risk Financing Techniques. Introduction to Insurance - Meaning and Nature of Insurance, Peril, Hazard and different types of exposures, Principles of Insurance, Insurance Contracts, Types of Insurance, Insurance Intermediaries, Benefits and Costs of Insurance. New Trends Insuretech, AI, Telematics (motor claims management), wearables (Health insurance underwriting and claims management), New Products- Cyber insurance, Title insurance, E-policy (repository service)		
Unit 2	: Insurance Company Operations	14 Hours
Underwriting - Objective and principles of underwriting, Life insurance underwriting, Non-life insurance underwriting. Rating and rate making - Rating objective, Law of large numbers, Rate making in Life insurance – The net single premium, the net level Premium, Rate making in General insurance – Judgement rating, Class rating, Merit rating. Insurance accounting and Investments management – Legal and regulatory prescriptions. Claims settlement process - Claim reporting, investigation and settlement.		
Unit 3	: Life, Health, Non-Life (General) Insurance and Reinsurance	12 Hours
Life Insurance - Unique characteristics, types of life insurance contracts, the level premium concept, Life Insurance Products – Term insurance, whole-life insurance, endowment life insurance, Classification of Life insurance- Individual life insurance, Group life insurance, Credit life insurance, Settlement of life insurance claims. Health Insurance , Health Risk, Importance of Health insurance, Health insurance policies offered in		

India, Future of Health Insurance in India, Recent Developments in Health Insurance.

General Insurance business, Fundamental principles of general insurance, Fire insurance, marine insurance, motor insurance, personal accident insurance, property and liability insurance, rural insurance, social insurance, non-life insurance claim settlement

Reinsurance- Retention/ reinsurance decision, need and utility of reinsurance, Types and Methods of reinsurance, **Important functionaries in insurance and their roles-** Actuary, Underwriter, Claims Manager.

Unit 4	: Indian insurance market overview, Intermediaries, Insurance Regulation and Grievance Redressal	12 Hours
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Indian insurance market overview- Life insurers, general insurers, specialised insurers (health, agriculture, export credit guarantee), insurance regulator, Life Insurance Council, General Insurance Council, Associations of Brokers, Surveyors Association, Insurance Institute of India, National Insurance Academy, Institute of Insurance and Risk Management, Institute of Actuaries of India.

Insurance intermediaries - (1) In business sourcing: Agents, brokers, Bancassurance, aggregator (2) in management of business- Valuer and Surveyor, Third Party Administrator, modellers, repositories and (3) in claims handling- Loss Assessor

Insurance Regulation- Important Laws governing insurance business, Important regulations by IRDAI- protection of policyholder interest regulation, Sandbox Regulation, Investment Regulation, Assets, Liabilities and Solvency Margin regulation, **Insurance Ombudsman-** Need, Role, Framework, Process.

Pedagogy	The pedagogy for this course constitutes a mix of Lectures, Case study, Assignment and Group Discussions
Reference/ Readings	<ol style="list-style-type: none"> 1. George E. Rejda, <i>Principles of Risk Management and Insurance</i>, Pearson Education, 10th edition 2. Emmett J. Vaughan, Therese M. Vaughan, <i>Fundamentals of Risk and Insurance</i>, 11th edition, Wiley 3. P.K. Gupta, <i>Fundamentals of Insurance</i>, Himalaya Publishing House 4. Principles and Practice of General Insurance, ICAI 5. Principles and Practice of Life Insurance, ICAI 6. Mishra, M.N., Mishra S.B. <i>Insurance Principles and Practice</i>, S. Chand Publishing 7. C. Arthur, William Jr., Michael Smith, Peter Young, <i>Risk Management and Insurance</i>, McGraw-Hill <p>Reference Websites:</p> <ol style="list-style-type: none"> 1. https://www.lifeinscouncil.org 2. https://www.gicouncil.in 3. https://www.irdai.gov.in 4. https://www.insuranceinstituteofindia.com
Course Outcome	<p>After completion of this course the students shall be able to:</p> <p>CO1. Explain the fundamentals of Risk Management and Insurance</p> <p>CO2. Learn the operations of organizations engaged in insurance business</p> <p>CO3. Learn about personal and commercial insurance</p> <p>CO4. Demonstrate an ability to act as advisor in risk and insurance area.</p>

Programme	: MBA (FS)
Course Code	: FSO324
Course Title	: Financial Risk Management
Number of Credits	: 4
Effective from AY	: 2021-22

Need of the Course	Financial Risk management helps cut down losses. It can also help protect a trader's account from losing all of their money. The risk occurs when the trader suffers a loss. If it can be managed it, the trader can open themselves up to making money in the market.	
Description of the Course	Risk management techniques vary based on how you are positioned in the market. Given this, we will look at risk management from multiple angles –Risk Management from a single trading position, Risk management from multiple trading positions, Risk management for a portfolio.	
Objectives of the Course	<ol style="list-style-type: none">1. To gain knowledge and an insight into the spectrum of risks faced by businesses and to learn techniques of managing risks.2. To build capability for applying such learning to address risk related issues in real business scenarios.3. To study the Quantitative and qualitative techniques of managing the risk4. To gain understanding of measurement and management of Enterprise risk and Operational risk.	
Course Content		
Unit 1	: Introduction to Risk Management	10 Hours
Concept of Risk Management- Objective and Process of Risk Management- Importance of Risk Management- Types of Risks- Strategic and Operational risks, Business risk, Financial risk, Information risk, Liquidity risk, Process of risk management, Risk Management Approaches.		
Unit 2	: Sources and Evaluation of risks	12 Hours
Source and evaluation of risks- Identification and Sources of Risk- Quantification of Risk and various methodologies- Impact of Business Risk- Identify and assess the impact upon the stakeholder involved in Business Risk- Role of Risk Manager and Risk Committee in identifying Risk.		
Unit 3	: Credit Risk Management	14 Hours
Credit risk measurement and management- Understanding the component of credit risk- Evaluating credit risk-Mitigating Credit risk- Qualitative and Quantitative techniques to manage risk-Credit scoring models.		

Unit 4	: Enterprise Risk and Operational Risk Management	12 Hours
Enterprise Risk Management- Definition, Scope and Techniques. Enterprise-wide risk management- Risk Reporting and Communication Bank for International Settlement (BIS): BASEL I, II, and III –Three Pillar framework, New Bis Capital requirements for Financial Risk. Operational Risk Management- Definition, Scope and Techniques.		
Pedagogy	ICT enabled Classroom teaching/ Case study/ Practical / live assignment/ Interactive class room discussions, Live terminal.	
Reference/Readings	1. Deventer, D. R. Van, Imai, K., and Mesler, M. (2013). Advanced Financial Risk Management (Second Edi). Wiley Finance Series. 2. Dowd, K. (1999). Financial Risk Management. Financial Analysts Journal, 55(4), 65–71. 3. Roncalli, T. (2020). Handbook of Financial Risk Management. In Handbook of Financial Risk Management (Issue June). 4. Skoglund, J., and Chen, W. (2015). Financial Risk Management Applications in Market, Credit, Asset and Liability Management and Firmwide Risk. Wiley.	
Course Outcome	Upon completion of the course the students shall be able to: CO1. Learn to manage a collection of stocks to minimize risk and maximize returns. CO2. Incorporate systems, processes, and designs to manage the portfolio better. CO3. Evaluate multiple position risk and hedging. CO4. Learn about Portfolio attributes and risk estimation	

Programme	: MBA (FS)
Course Code	: FSO325
Course Title	: Commodities Markets Operations
Number of Credits	: 4
Effective from AY	: 2021-22

Need of the Course	Commodity Markets are an important aspect of economic growth in most of the emerging markets. Commodity Markets in India have also witnessed rapid growth in the recent period. Financial Institution, NBFCs, Intermediary homes and bankers have started showing interest in the commodity market and have started playing a prominent role. However, these institutions are facing shortage of personnel trained in commodity futures.	
Description of the Course	This course is designed to enable the students to understand about the Structure of commodity Markets in India, Regulatory Framework, and, Trading, Clearing and Settlement cycle in Commodity Market.	
Objectives of the Course	<ol style="list-style-type: none">1. To provide an insight about the functioning of commodities Markets in India.2. To understand the Regulatory framework of Commodity Market and Pricing Mechanism of Commodity Futures.3. To get a glimpse about the Clearing and Settlement Process in Commodity Exchanges.4. To about the various Commodity Indices and its construction methodology.	
Course Content		
Unit 1	: Introduction to Commodity Markets	12 Hours
History of Commodity Trading- Derivatives Trading in Commodities- Types of commodities: Bullion (silver and Gold), Agricultural and non-agricultural Commodities - fundamental of particular commodity- Bullion, Base Metals, Energy, Ago Commodities- Regulatory Framework– Warehousing and Development Authority, SEBI Guidelines – Commodity Exchanges in India, International Commodity Exchanges, Linkage between Stock markets and Commodity markets, Bullion exchanges.		
Unit 2	: Commodity Futures Pricing and Applications	12 Hours
Commodity Future Pricing –Investment assets vs. Consumption assets, Pricing of Futures – Carrying cost, convenience yield, future basis, Payoff for futures. Commodity Future Applications – Futures for the hedger, Futures for the speculator, Futures for the arbitrageur.		
Unit 3	: Trading, Clearing and Settlement in Commodity Markets	12 Hours
Trading on commodity exchanges – The exchange platform, membership, brokerage, participants, market positions, order types, Volume and open interest. Clearing and Settlement on commodity		

exchanges – Entities involved in clearing and settlement process: clearing corporation, clearing members, clearing banks, custodial services, warehousing and warehousing receipts. Margining methods, settlement mechanism and methods, delivery process.		
Unit 4	: Indian Commodity Indices	12 Hours
Introduction to Commodity Indices-Index Construction-Calculation Methodology- Data sources and Index publication- MCX India Commodity Indices Governance -MCX ICOMDEX Indices-Single Commodity Indices, Sectoral Indices and Composite Index.		
Pedagogy	ICT enabled Classroom teaching/ Case study/ Practical / live assignment/ Interactive class room discussions, Live terminal.	
Reference/Readings	<ol style="list-style-type: none"> 1. Chatnani, (2010), Commodity Markets, 1st edition, Tata McGraw Hill. 2. Commodities Market Module, Workbook from NSE 3. Hirschey, (2010), Investments: Analysis and Behaviour, 1st edition, Tata McGraw Hill. 4. Indian Institute of Banking and Finance, (2007), Commodity Derivatives, Macmillan India Ltd. 5. J. D. Hamon, Advanced Commodity trading Techniques, Windsor books. 6. J. R. Varma, Derivatives and Risk Management, McGraw Hill Pvt. Ltd, 1st edition 7. John C. Hull and Sankarshan Basu, Options, Futures and other Derivatives, Pearson 7th edition 8. Kleinman, George, (2001), Commodity Futures and Options, 2nd (revised, illustrated edition), Prentice Hall. 9. NCFM Commodity Derivatives Module work book. 10. Nick Battley, Introduction to commodity Futures, Irwin 11. R. Parameshwaran, Futures and options, McGraw Hill Pvt. Ltd. 1st Edition 12. Stephens, John. (2001), Managing Commodity Risk, John Wiley and Sons. 	
Course Outcome	<p>Upon completion of the course the students shall be able to:</p> <p>CO1. Explain the derivatives trading in commodities and its risk management.</p> <p>CO2. Learn about various commodities traded on the Commodity Exchanges.</p> <p>CO3. Explain the pricing mechanism of the commodity Derivatives.</p> <p>CO4. Explain the Clearing and Settlement mechanism of commodity derivative trading.</p>	

Programme	: MBA (Financial Services)
Course Code	: FSO326
Course Title	: Intellectual Property Rights (IPR Laws)
Number of Credits	: 4
Effective from AY	: 2020-21

Need of the Course	In the modern world, intellectual property rights have a significant influence on international trade and indigenous trade of every nation. With the advent of digitalization, there are high chances of creative ideas being stolen by any third party, without any prior permission. The importance of intellectual property protection fluctuates in a different part of the world. Almost every country which depends on international trade is taking strong measures to protect their intellectual property rights. Strong IPR laws make a huge contribution to both the overall economy of the country and their respective state. The need of the course is to provide a good understanding of the Intellectual Property Rights in India.	
Description of the Course	The course will give students an insight about significance of IPR Laws. The course outlines the topics: Introduction to Intellectual Property Rights, An overview of the types of Intellectual Property, Contemporary Issues in IPR, and Key Aspects in Commercializing Intellectual Property Rights.	
Objectives of the Course	<ol style="list-style-type: none">1. To enable learners to discuss the theories of Intellectual Property Rights.2. To enable learners to discuss the types of Intellectual Property.3. To enable learners to discuss the contemporary issues in Intellectual Property Rights4. To enable learners to discuss the key aspects in commercializing Intellectual Property Rights.	
Course Content		
Unit 1	: Introduction to Intellectual Property Rights	14 Hours
Intellectual Property Rights – Concept - Theories of Intellectual Property Rights - Business Impact - Protection of Intellectual Property - Intellectual Property as an Instrument of Development; Need for Protecting Intellectual Property – Policy Consideration – Intellectual Property Rights as Human Right - Determining Financial Value of Intellectual Property Rights - Negotiating Payments Terms in Intellectual Property Transaction		
Unit 2	: Types of Intellectual Property - An Overview	12 Hours
Copyrights – Trademarks – Patents - Designs - Utility Models - Trade Secrets and Geographical – Indications - Bio-Diversity and IPR.		

Unit 3	: Contemporary Issues in IPR	10 Hours
IPR and Human Rights - IPR and Competition Law - IPR and sustainable development - E-Commerce and IPR issues.		
Unit 4	: Key Aspects in Commercializing Intellectual Property Rights	12 Hours
Competition and Confidentiality Issues - Antitrust Laws - Assignment of Intellectual Property Rights - Intellectual Property Issues in the Sale of Business - Care and Maintenance of Confidential Information - Legal Auditing of Intellectual Property - Due Diligence of Intellectual Property Rights in a Corporate Transaction - Management and Valuation of Intellectual Property.		
Pedagogy	: Lectures/ classroom discussion/ presentation/case study/ group project/ assignment or a combination of some of these. The sessions shall be interactive to enable peer group learning.	
Reference/Readings	<ol style="list-style-type: none"> 1. Anderman, S. D. (2007). <i>Interface Between Intellectual Property Rights and Competition Policy</i>. Cambridge University Press. 2. Bainbridge, D. I. (2012). <i>Intellectual Property</i> (Ninth Edition), Longman. 3. Bently, L. and Sherman, B. (2008). <i>Intellectual Property Law</i> (Third Edition). Oxford University Press. 4. Cullet, P. (2005). <i>Intellectual Property Protection and Sustainable Development</i>, Lexis Nexis. 5. Duggal, P. (2014). <i>Legal Framework on Electronic Commerce and Intellectual Property Rights</i>. Universal Publishing House. 6. Gopalakrishnan, N. S. and Ajitha, T. G. (2014). <i>Principles of Intellectual Property</i> (Second Edition). Eastern Book Company. 7. Torremans, P. (2008). <i>Intellectual Property and Human Rights</i>. Kluwer Law International. 	
Course Outcome	: Upon completion of this course, the students shall be able to: CO1. Discuss the theories of Intellectual Property Rights CO2. Discuss the types of Intellectual Property. CO3. Discuss the contemporary issues in Intellectual Property Rights. CO4. Discuss the key aspects in commercializing Intellectual Property Rights.	

Programme	: MBA (Financial Services)
Course Code	: FSO327
Course Title	: Business Valuation, Mergers and Acquisitions
Number of Credits	: 4
Effective from AY	: 2020-21

Need of the Course	In today’s dynamic corporate world is characterized by corporate restructuring at global as well as national level. The primary objective of the course is to develop a comprehensive understanding of mergers and acquisitions (M and A) from the perspective of the corporate executive. This course will cover all major elements of the Corporate Restructuring, Process, Valuation and Defense strategies.	
Description of the Course	The course is designed to develop skill among the students to be able to recommend the appropriate mode of restructuring. It will also provide insight into the process of merger along with the different valuation techniques available thus helping the corporates to strike the right deal.	
Objectives of the Course	The course focuses to provide in depth understanding of 1. Corporate Restructuring – types, theories, Modes 2. Pre and Post Integration Process 3. Valuation of the Deals 4. Defense Mechanism adopted	
Course Content		
Unit 1	: Overview of Mergers and Acquisition	10 Hours
Overview of Mergers; Types and Characteristics; Motives Behind Mergers; Theories of Mergers operating, Financial and Managerial Synergy of Mergers; Value Creation through Mergers; Agents Contributing to Mergers and Acquisition Activities. Disinvestment scheme. Method of Restructuring- Joint Ventures, Sell-Off and Spin Off- Equity Carve-Outs, Leveraged Buy Outs (LBO)- Management Buy Outs- Master Limited Partnerships- Employees Stock Option Plans (ESOP).		
Unit 2	: Process – Mergers and Acquisition, Accounting and Legal Aspects	10 Hours
Process of Merger Integration- Process of Merger Integration- Organisational and Human aspects; Managerial challenges of Mergers and Acquisition. Strategic fit and the M and A decision. Accounting for mergers and acquisitions with relevant standards, legal and taxation aspects of mergers and acquisition.		
Unit 3	: Business Valuation	14 Hours
Benchmarks of Value; Valuation Approaches-Valuing relative Contribution – Valuing Comparable-Valuation of the Target ‘s Equity- Precedent Acquisition; Valuing Operating and Financial Synergy-Valuing Corporate Control- Valuing of Leveraged Buy Outs (LBO)- Methods of Financing Mergers-Cash Offer, Share Exchange Ratio-Merger as Capital Budgeting Decision.		

Unit 4	: Defensive Strategies	14 Hours
Takeover Defenses- Types and Techniques of Raid; Advance Preventive Measures; Strategies of Takeover bid White Knights-White Square- Crown Jewel-Pacman 's Strategy- Golden Parachute- Poison Pills Strategy – Coercive Offers and Defense-Financial Defensive Measures- Anti takeover Amendments.		
Pedagogy	Interactive Lectures/Discussions/ Presentations/case study/ individual or group projects/ assignments/Class activities.	
Reference/Readings	<ol style="list-style-type: none"> 1. Weston. F, Chung. K, and Hoag, S. (2008). Mergers, Restructuring, and Corporate Control, Prentice-Hall of Indian Pvt. Ltd., New Delhi. 2. Patrick A. Gaughan (2007). Mergers, Acquisitions and Corporate Restructurings, 4/e Wiley India, New Delhi. 3. Narayanan, P. and Vikram, Nanda (2003), Finance for Strategic Decision Making- What nonfinancial managers Need to Know, Jossey- Bass, Wiley India. 4. Reuvid Jonathan, (2005). Mergers and Acquisitions, Kogan Page. 5. Robert Brown(2007), Applied Mergers and Acquisitions, John Willey and Sons. 6. Kevin K. Boeh and Paul W. Beamish (2007). Mergers and Acquisitions: Text and Cases. Sage Publications', New Delhi. 	
Course Outcome	<p>Upon the completion of this course the learners shall be able to:</p> <p>CO1. Explain the different modes of Corporate Restructuring.</p> <p>CO2. Possess in depth knowledge of Pre and Post Integration Process.</p> <p>CO3. Evaluate the deal through various modes of Business Valuation.</p> <p>CO4. Explain the different defence techniques available for preventing Takeover.</p>	

Programme : MBA (Financial Services)
Course Code : FSO328
Course Title : Organisational Behaviour
Number of Credits : 4
Effective from AY : 2020-21

Need of the Course	Organizational leadership requires a deep, and nuanced, understanding of how individuals behave in organizational settings; effective leaders create environments that are consistent with the fundamentals of human behavior in organizations. This course is designed to shape your understanding of individual behavior in an organizational setting based on an accumulation of research in psychology, sociology, economics and organizational behavior. We will focus on understanding various aspects of organisational Behaviour for managerial Decision making.	
Description of the Course	This course introduces the basic understanding of Organisation Behaviour, through its historical development. It gives a deeper understanding of individual behaviour which helps make more rational decisions. Further the course highlights the need and significance of appropriate organisational designs. The impact of organisational culture on performance and image is also explained. The course helps explain the importance of building effective teams and change management as an integral part of an organisation. The course emphasises on developing managerial skills for effective performance and efficient work force by understanding various organizational outcomes.	
Objectives of the Course	<ol style="list-style-type: none">1. To understand the need to study organization behavior through Individual behavior.2. To analyze the importance of organizational design and culture.3. To comprehend the significance of teams building and change management.4. To highlight how factors like Power and Politics, conflict and negotiations and Stress Management influence organizational performance.	
Course Content		
Unit 1	: Introduction to Organizational Behaviour	14 Hours
Definition, need and importance of organizational behaviour – Nature and scope – Historical Development of OB Framework – Approaches Organizational and Management. Organisational goal strategies and responsibilities. Individual Behaviour- Individual differences – Learning – Perception –Motivation		
Unit 2	: Organizational Design and Culture and communication	12 Hours
Organizational Design: Key factors, Types, Need and significance, Patterns of structure and work organizations. Organizational Culture; Meaning and dimensions; Role of founders’ values and vision in creating and sustaining culture; Types of organizational cultures; Impact of culture on image and performance of the organization.		

Organizational Communication - Tool and Techniques- Johari Window, Transactional Analysis, Lateral Thinking, Brain Storming, Delphi Technique, Power of grapevine and other informal communication techniques.		
Unit 3	: Team Building and Change Management	12 Hours
Groups and Teams- Group Dynamics -Groups versus teams -Nature and types of groups and teams- Five stages of group/team development- Determinants of group behaviour - Typical teams in organizations. Change Management –Nature of Change – Responses to Change – Cost and Benefits of Change – Resistance to Change – Nature and Effect – Reasons for Resistance – Types of Resistance – Implementing Change – Transformational Leadership and Change –Elements of Transformational Leadership –Three stage Model of change Process –Building Support for Change.		
Unit 4	: Organizational Outcomes	10 Hours
Power and Politics: Power - Dynamics, Sources and Tactics Politics - Essence, Types of political activities - Ethics of power and politics. Conflicts and Negotiations - Nature of conflict - Functional and Dysfunctional conflict - Conflict resolution and negotiations- Managing conflict during change initiatives. Stress: Meaning and definition - Work stress model - Sources of stress - Stress Management - Individual and Organizational Strategies - Impact of stress on performance.		
Pedagogy	: Case discussion, participative learning, discussions, role play, experiential learning through practical case handling, assignment, conceptual and contextual learning, presentations.	
Reference/Readings	<ol style="list-style-type: none"> 1. Aswathappa K., 'Organizational Behaviour', Himalaya Publishing House, New Delhi, 2015. 2. Laurie and Mullins., Management and Organizational Behaviour, Pearson Education. 2016. 3. Stephen P. Robbins, Timothy A. Judge, Organizational Behavior, 15th Edition, Prentice Hall. 4. Fred Luthans-'Organizational Behavior', McGraw Hill Publishing Company, New York, 2015. 5. Heinz Weihrich and Harold Koontz, Management - A Global Perspective, Tata McGraw- Hill Publishing Company Limited, 2010. 6. James A.F. Stoner, R. Edward Freeman and Daniel R. Gilbert - 'Management', Prentice Hill Inc., New Jersey 2014 7. JitS.Chandan, 'Organizational Behaviour', Vikas Publishing House, New Delhi, 2000. 8. John W. Newstrom , Organizational Behaviour, Tata McGraw- Hill Publishing Company Limited 2013 	
Course Outcome	<p>Upon the completion of this course the learners shall be able to:</p> <p>CO1. Explain how individual behavior can have an impact on organizational behavior</p> <p>CO2. Make informed decisions based on design structures and organizational culture.</p> <p>CO3. Develop an understanding of managing teams to enhance performance.</p> <p>CO4. Explain the variables that need to be considered while taking important employee related decisions.</p>	

Programme : MBA (Financial Services)
Course Code : FSO329
Course Title : Behavioural Finance
Number of Credits : 4
Effective from AY : 2020-21

Need of the Course	Behavioural finance helps to explain the difference between expectations of efficient, rational investor behavior and actual behavior. Advisors need to focus on behavioural aspects of wealth management, and develop a greater understanding of how biases can impact clients’ investment decisions. Incorporating behavioural finance into their practice is key to enhancing the client experience. The need of the course is to provide insights of the application and significance of behavioural finance.	
Description of the Course	The course will give students a good understanding of the linkage between financial markets and the real economy and discuss how the government uses fiscal and monetary tools to meet important public policy objectives. The course outlines the topics: Introduction to Behavioural Finance, Foundations of Rational Finance and Theories of Behaviour, Behavioural Biases, and Behavioural Aspects of Investing.	
Objectives of the Course	<ol style="list-style-type: none">1. To enable learners to discuss the significance of Behavioural Finance.2. To enable learners to discuss the theories of Behavior.3. To enable learners to apply the concepts of Behavioural Biases in Investing.4. To enable learners to apply the concepts of Behavioural Aspects of Investing	
Course Content		
Unit 1	: Introduction to Behavioural Finance	06 Hours
Evolution of Behavioural Finance – Key themes in Behavioural Finance: Heuristics – Framing – Emotions – Market Impact -Applications of Behavioural Finance: Investors - Corporations – Markets – Regulations – Important contributions in Behavioral Finance Literature – Criticisms of Behavioural Finance.		
Unit 2	: Foundations of Rational Finance and Theories of Behaviour	12 Hours
Foundations of Rational Finance: Expected Utility Theory – Modern Portfolio Theory – Capital Asset Pricing Model – Efficient Market Hypothesis – Agency Theory – The Influence of Psychology. Theories of Behavior and Individual Decision Making - Theory of planned behavior, Prospect theory, Disposition effect, Heuristics, Perception, Economic rationality model, Bounded rationality model.		

Unit 3	: Behavioural Biases	14 Hours
Cognitive biases and their significance, Specific biases – Overconfidence - How Overconfidence Affects Investor Decisions? – Overconfidence and Risk – Illusion of Knowledge – Illusion of Control – Disposition Effect – Disposition Effect and Wealth – Tests of Avoiding Regret and Seeking Pride – The Market for Houses – Selling Winners too soon and Holding Losers too long – Disposition Effect and News. Other Behavioural Biases - Representativeness, Anchoring, Mental Accounting, Herding, Loss Aversion, Framing, Availability bias, Conservatism, Confirmation, Self-serving Attribution Bias, Hindsight Bias, Illusion of control bias, Familiarity Bias, Limited Attention Bias, Outcome Bias, Recency Bias, Interaction between Biases.		
Unit 4	: Behavioural Aspects of Investing	16 Hours
Heuristics and Biases in Financial Decision Making – Influence of Emotions – Implications of Mental Accounting – Behavioural Portfolio Theory – Basic Ingredients of Sound Investment Philosophy – Guidelines for overcoming Psychological Biases - Market Outcomes: Size Effect and Seasonality, Momentum and Reversal, Post-Earnings Announcement Drift, The Value Premium, The Equity Premium Puzzle, Excessive Volatility, Bubbles, Behavioural Asset Pricing Model - Value Investing: Central Tenets of Value Investing, Evidence and Prospects of Value Investing, Academic Research on Value Investing.		
Pedagogy	: Lectures/ classroom discussion/ discussion using relevant research papers/ presentation/case study/ group project/ assignment or a combination of some of these. The sessions shall be interactive to enable peer group learning.	
Reference/Readings	<ol style="list-style-type: none"> 1. Ackert, L. and Deaves, R. (2010). <i>Behavioral Finance – Psychology, Decision-Making and Markets</i>. South-Western Cengage Learning, United States. 2. Baddeley, M. (2019). <i>Behavioural Economics and Finance</i> (Second Edition). Routledge Taylor and Francis Group. 3. Burton, E. and Shah, S. (2013). <i>Behavioral Finance – Understanding the Social, Cognitive and Economic Debates</i>. Wiley, New Jersey. 4. Chandra, P. (2016). <i>Behavioural Finance</i>. McGraw Hill Education (India) Private Limited 5. Cruciani, C. (2017). <i>Investor Decision – Making and the Role of the Financial Advisor. A Behavioural Finance Approach</i>. Palgrave Macmillan. 6. Montier, J. (2007). <i>Behavioural Investing: A Practitioner's Guide to Applying Behavioural Finance</i>. John Willey and Sons, Ltd. 7. Montier, J. (2008). <i>Behavioural Finance: Insights into Irrational Minds and Markets</i>. John Willey and Sons, Ltd. 8. Nofsinger, J. R. (2005). <i>The Psychology of Investing</i> (Second Edition). Pearson Prentice Hall. 	
Course Outcome	<p>Upon completion of this course, the students shall be able to:</p> <p>CO1. Discuss the significance of Behavioural Finance.</p> <p>CO2. Discuss the theories of Behavior.</p> <p>CO3. Apply the concepts of Behavioural Biases in Investing.</p> <p>CO4. Apply the concepts of Behavioural Aspects of Investing</p>	

Programme	: MBA (Financial Services)
Course Code	: FSC411
Course Title	: Contemporary Developments in Financial Markets
Number of Credits	: 4
Effective from AY	: 2020-21

Need of the Course	Financial Services Industry is an emerging area and it has been changing at a rapid pace. This course is introduced with a view to expose the learners to the changes taking place in the Financial Services Industry.
Description of the Course	This course is designed with an objective to provide exposure to the learners in various domains of Financial services industry.
Objectives of the Course	To equip the learners with the developments in various domains of financial services industry.
Course Content	
<p>This Course will be covered by the Visiting Faculty (Senior Industry Managers/ Academic Faculty) from reputed institutions/Universities giving exposure to the learners about the contemporary developments happening in Financial Services Industry.</p> <ul style="list-style-type: none"> GAFA (Google, Amazon, Facebook, Apple) economy to be discussed with specific reference to payment systems. 	
Pedagogy	: Lectures/ classroom discussion/ discussion using relevant research papers/ presentation/case study/ group project/ assignment or a combination of some of these. The sessions shall be interactive to enable peer group learning.
Reference/Readings	References shall be provided by the Resource Persons based on the units covered in the course.
Course Outcome	Upon completion of this course, the students shall be able to: CO1. Apply the theoretical knowledge to the practical corporate world.
Evaluation Scheme	<ul style="list-style-type: none"> Evaluation of this course to be done by respective Visiting Faculty (Senior Industry Managers/ Academic Faculty) from reputed institutions/Universities. Evaluation of the course is as per the Ordinance OA.22.7.