



**VIJAYANAGARA SRI KRISHNADEVARAYA UNIVERSITY**

**JNANASAGARA CAMPUS, BALLARI-583105**

**Department of Studies in  
Business Administration**

**SYLLABUS**

**MBA  
(III Semester)**

**With effect from  
2021-22**



# VIJAYANAGARA SRI KRISHNADEVARAYA UNIVERSITY

## Department of MBA

Jnana Sagara, Ballari - 583105



### Distribution of Courses/Papers in Postgraduate Programme I to IV Semester as per Choice Based Credit System (CBCS) Proposed for PG Programs

### III – SEMESTER

#### Without Practical

Semester	Category	Subject code	Title of the Paper	Marks			Teaching hours/week			Credit	Duration of exams (Hrs)
				IA	SEE	Total	L	T	P		
THIRD	DSE1	21MBA3E1AL	A. Luxury and Fashion Marketing	30	70	100	4	-	-	4	3
		21MBA3E1BL	B. Manpower Planning, recruitment and Selection								
		21MBA3E1CL	C. Financial Markets and Institutions								
		21MBA3E1DL	D. Risk Management and Insurance								
	DSE2	21MBA3E2AL	A. Lifestyle Marketing	30	70	100	4	-	-	4	3
		21MBA3E2BL	B. Employee Relations and Engagement								
		21MBA3E2CL	C. Financial Derivatives								
		21MBA3E2DL	D. Merchant Banking and Financial Services								
	DSE3	21MBA3E3AL	A. Sports and Entertainment Marketing	30	70	100	4	-	-	4	3
		21MBA3E3BL	B. HR Metrics and Analytics								
		21MBA3E3CL	C. Project Appraisal and Finance								
		21MBA3E3DL	D. Mutual Funds								
	DSE4	21MBA3E4AL	A. Strategic Marketing	30	70	100	4	-	-	4	3
		21MBA3E4BL	B. Performance and Benefits Management								
		21MBA3E4CL	C. Behavioral Finance								
		21MBA3E4DL	D. Corporate Insurance Management								
	DSE5	21MBA3E5AL	A. Strategic Brand Management	20	30	50	2	-	-	2	2
		21MBA3E5BL	B. Team Dynamics at Work								
		21MBA3E5CL	C. Mergers, Acquisitions and Corporate Restructuring								
21MBA3E5DL		D. Principles and Practices of Banking									
GEC1	21MBA3G1AL	A. Business Ethics and Corporate Governance	20	30	50	2	-	-	2	1	
	21MBA3G1BL	B. Start-up and Entrepreneurship									
	21MBA3G1CL	C. Time Management									
Internship		21MBA3CII	Internship	30	70	100	-	-	8	4	-
<b>Total Marks for III Semester</b>						<b>600</b>				<b>24</b>	

**Department of Studies in Business Administration**  
**Semester-III**  
**DSE1: LUXURY AND FASHION MARKETING**

Course Title: LUXURY AND FASHION MARKETING	Course code: 21MBA3E1L
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

**Course Outcomes (CO's):**

**At the end of the course, students will be able to:**

1. Recall and describe the key concepts and principles of luxury brand management and fashion marketing.
2. Describe the unique consumer behavior in the context of luxury and fashion products.
3. Identify potential new luxury products and how they relate to a variety of markets, including emerging markets & India.
4. Compare and contrast the luxury products, brands and industry with routine products, brands and industry.
5. Assess internal and external factors impacting the luxury markets, nationally, internationally and globally.

**DSE1: LUXURY AND FASHION MARKETING**

<b>Unit</b>	<b>Description</b>	<b>Hours</b>
1	Facets of luxury today: On the importance of the 'label', Luxury: the product and the brand, The ingredients of the luxury product: complexity and work, Superlative, never comparative, Luxury and cultural mediation, Luxury and history, Luxury and time, Luxury is made by hand, Real or virtual rarity?, Luxury and exclusivity, Luxury and fashion: an essential difference, Luxury and art, Luxury and charity.	10
2	Developing brand equity: There is no luxury without brands, A luxury brand is a real and living person, A luxury brand has roots, The luxury brand must radiate, No life cycle for the luxury brand, A legitimacy created from authority, class and creation, more than from expertise, The financial value of luxury brands, The core of the luxury brand: its identity, Building coherence: central and peripheral identity traits, Two modes of luxury brand building, Product roles and luxury brand architecture, Defending the brand against counterfeiting, Counterfeiting as a way to diagnose the health of the strategy of the brand, Always defend your rights and communicate frequently	12

3	Pricing Luxury: What about price elasticity?, Increase the price to increase demand and recreate the distance, What price premium?, Fixing the price in luxury, Managing the price over time, No sales in luxury, Price reductions?, The price and its communication, The price is not publicly advertised, The price must be sold. Distribution and retailing: where, when, and how to sell luxury brands, products and services? Choosing a distribution model: Rarity vs. Exclusivity vs. Selectivity	12
4	Communicating luxury, You don't talk about money, You communicate because you sell, You communicate, you don't advertise, The role of 'brand ambassadors', Tightening the social driver of desire, Permanently encourage word of mouth, What balance should there be between local and global communication?, The internet and communication in luxury, The codes of luxury communication, The dialectic of the local and the universal.	10
5	The Fashion Market and the Marketing Environment: Introduction, The development of the fashion market, The fashion market: size and structure, Marketing environment, Micro-marketing environment, Macro-marketing environment, Trends in the marketing environment.	12

**References:**

1. Kapferer, Jean-Noel and V. Bastien. The Luxury Strategy, London: Kogan Press, 2008. (2nd edition, 2012).
2. Aaker, David A. Managing Brand Equity: Capitalizing on the Value of a Brand Name, New York: The Free Press, 1991
3. Gobé, Mark. Emotional Branding: The New Paradigm for Connecting Brands to People, 2001.
4. Lockwood, Thomas. Design Thinking: Integrating Innovation, Customer Experience, and Brand Value, 2010.
5. Lockwood, Thomas. Building Design Strategy: Using Design to Achieve Key Business Objectives, 2008.
6. Mike Easey, Fashion Marketing, Blackwell Publishing, 2009.

Date

Course Coordinator

Subject Committee Chairperson

**Department of Studies in Business Administration**  
**Semester-III**  
**DSE2: LIFESTYLE MARKETING**

Course Title: LIFESTYLE MARKETING	Course code: 21MBA3E2AL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

**Course Outcomes (CO's):**

**At the end of the course, students will be able to:**

1. Identify the major influences in consumer behavior
2. Distinguish between different consumer behavior influences and their relationships
3. Establish the relevance of consumer behavior theories and concepts to Lifestyle marketing decisions
4. Implement appropriate combinations of theories and concepts
5. Recognize social and ethical implications of marketing actions on consumer behavior
6. Use most appropriate techniques to apply market solutions

**DSE2: LIFESTYLE MARKETING**

<b>Unit</b>	<b>Description</b>	<b>Hours</b>
1	Market Segmentation Concepts: Introduction, Lifestyle Groups, Evolution of the Marketing Concept, Applying Consumer Behaviour, Marketing Mix, Origin and Evolution of Market Segmentation and Product Differentiation Concepts, Psychographics. Identifying Market Differences: Introduction, Bases for segmenting consumer markets, Geographic segmentation, Demographic segmentation, Occupation, income & social class segmentation, marketing implications for lifestyle market segmentation, Culture and ethnic origins.	12
2	Market Segmentation Strategies: Introduction, Approaches to market segmentation, Behaviouristic segmentation, Benefit segmentation, Usage segmentation, Psychographic segmentation, Fundamental forces shaping lifestyles, Values, Changing family values, Cultural Values, Value & lifestyle implications, Positioning strategy.	10
3	<u>Group Dynamics and Purchasing Influence: Introduction, Social forces of group dynamics, Group types, Market oriented groups, Surrogate groups, Friendship groups, Formal social groups, Shopping groups, Functions of reference groups, Family and changing family structure, Family purchase decision making</u>	10

4	Target Markets: Singles, Teens and Elderly: Introduction, the Singles market, the youth market, the tween market, the teenage market, the elderly market. Target Markets: Social Class and Ethnic Groups: Introduction, Historical background, Social class psychological differences, Social class lifestyles, the changing middles class, Ethnic lifestyle characteristics.	12
5	Lifestyles and Decision Making: Introduction, Individual factors that influence consumer behaviour, Personality, Lifestyles dimensions, Lifestyle trends, Voluntary simplicity, Enhancement of self fulfillment, Lower expectations, Changing tastes mature population, Buyer decision process. Changing Values and Lifestyles: Core Values, Quality of life and changing values, new role of men and women, the changing social system.	12

**References:**

1. Lifestyle Marketing - Reaching the New American Consumer, By Ronald D. Michman, Edward M. Mazze, Alan James Greco · 2003
2. Lifestyle market segmentation by Michman, Ronald D Publication date 1991, Publ New York : Praeger
3. Kotler P. & Keller K.L. (2016) Marketng Management, Global Editon, 15th editon, Pear
4. Kotler P. Kartajaya H. & Setawan I. (2010) Marketng 3.0: From Products to Custome the Human Spirit, John Wiley and Son.
5. Lifestyle market segmentation by Cahill, Dennis J Publication date 2006 Publisher York : Haworth Press

Date

Course Coordinator

Subject Committee Chairperson

**Dept Name: Master of Business Administration**  
**Semester-III**  
**DSC3: Sports and Entertainment Marketing**

Course Title: Sports and Entertainment Marketing	Course code: 21MBA3E3AL
Total Contact Hours: 56	Course Credits: 04

Formative Assessment Marks: 30	Duration of ESA/Exam: 3Hours
Summative Assessment Marks: 70	

**Course Outcomes (CO's):**

**At the end of the course, students will be able to:**

1. Discuss the role of marketing in sports, identify the marketing mix, describe the importance of marketing in sport, and explain the unique product features of sport and their impact on sport marketing.
2. Develop skill to articulate the components of sports and entertainment market research, marketing strategies in the both the markets.
3. Get employability in sports and entertainment industry as it equip the students with current trends and required knowledge to become successful marketer.

**DSC3: Sports and Entertainment Marketing**

Unit	Description	Hours
1	Introduction to Sports and Entertainment Marketing: Marketing, Marketing Mix in Sports and Entertainment Industry, Core Standards of Marketing, Sports Marketing – Success Factors, Entertainment Marketing, Evolution of Entertainment Marketing and Sports Marketing, Unique Characteristic of Sports Marketing, strategic sport-marketing planning process	10
2	Sports Consumer Behaviour: Sports Consumer Behaviour, Model of Sports Consumer Behaviour, Unique Aspects of Sports Product, Sports Consumer Motivation Process, Sports Consumption Decision Making Sequence, Marketing Research Process, Segmenting the Sports Market	10
3	Sports Marketing Strategies: Sports as Product and Service, Product Mix, Product Mix Components, Product Life Cycle, Positioning a product, Strategic Pricing Process, Promotional mix, Television and Sports marketing, Distribution Channels	12
4	Entertainment Marketing: Importance and Types, 4ç of Entertainment, entertainment marketing strategies and mix, Media planning, Selection and scheduling strategies, Social media marketing for entertainment industry, Recent Trends in entertainment marketing,	12
5	Wide World of Sports and Entertainment: Legal issues in Sports and Entertainment, Recreation Marketing, Customised Entertainment, Marketing Music, Events, Entertainment Marketing Carrier, Sponsorship, endorsements, importance of charities and tournaments	12

**References:**

1. Consumer Behaviour in Sports and Events: Marketing Actions, Daniel C Funk, Elsevier

Publication, Recent Edition.

2. Sports and Entertainment Marketing, Kaser and Oelkers, Thosmas Southwestern Publication, Recent Edition.
3. Strategic Sports Marketing, David Shilbury, Hans Westerbeek, Shayne Quick and Daniel Funk, Allen and Unwin, 3<sup>rd</sup> Edition
4. The Definitive Guide to Entertainment Marketing, Lieberman Al, Pearson Education (US)

Date

Course Coordinator

Subject Committee Chairperson



**Dept Name: Master of Business Administration**  
**Semester-III**  
**DSC4: Strategic Marketing**

Course Title: Strategic Marketing	Course code: 21MBA3E4AL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3Hours
Summative Assessment Marks: 70	

**Course Outcomes (CO's):**

**At the end of the course, students will be able to:**

1. Develop Skills to identify, appreciate, apply, critique and evaluate strategic marketing initiatives prevalent in businesses
2. Create strategic marketing plan/blue print to segment, target and position the company and its product.
3. Helps to design business ready solutions for contemporary marketing issues.

**DSC4: Strategic Marketing**

<b>Unit</b>	<b>Description</b>	<b>Hours</b>
1	Essentials of Strategic Marketing Management: Strategy, Role of Marketing within Strategy, Marketing Strategy, Strategic Marketing Management, Characteristics, Scope, Marketing Strategy Planning, Marketing Strategies based on Business Cycles, Process of Marketing Strategy Implementation, Strategic Marketing Decisions	12
2	Strategic Analysis and Competitive Intelligence: External Analysis, Macro-Environmental Analysis, Industry Analysis, Competitor Analysis, Market Analysis, Situation Analysis, Competitive Intelligence, Competitive Intelligence Cycle	10
3	Segmentation and Positioning Strategies: Market Segmentation, Consumer Segmentation Criteria, Evaluating Market Segments, Segmentation Process, Positioning, Positioning for Mass Market Firm and Differentiated Marketing Firm, Perceptual Mapping, Positioning Strategies	12
4	Marketing Mix Strategies: Product Development, New Product Strategies, Strategic Pricing, Strategic Pricing Process, Advertising and Sales Promotion Strategies, Channels of Distribution, Strategic Channel Alliances, Vertical Marketing System	10

5	Strategies in Other Streams: Sales Force Management Strategies, Strategic Brand Management, Creation of Competitive Advantage Strategies, Strategic Service Management, Customer Relationship Strategies, Case Studies	12
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**References:**

1. Marketing Strategies, A contemporary approach by Ranchod & Gurau, Pearson India, 2012.
2. Strategic Marketing by Xavier, Response Books, 2010.
3. Strategic Marketing Management, 2<sup>nd</sup> Edition, Anderson, C.H. and Vincze, J.W (2004), Boston: Houghton Mifflin.
4. Marketing as Strategy, Kuman .N (2004) Massachusetts: Harvard Business School Publishing.
5. Strategic Marketing Management, S.Soundaian (2012) MJP Publishers.

Date

Course Coordinator

Subject Committee Chairperson

**Dept Name: Master of Business Administration**  
**Semester-III**  
**DSC5: Strategic Brand Management**

Course Title: Strategic Brand Management	Course code: 21MBA3E5AL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

**Course Outcomes (CO's):**

**At the end of the course, students will be able to:**

1. Develop skills among the students to manage brands strategically.
2. Students can assess the growth-opportunities for brands such as brand extension strategies.
3. Students will be able to develop the skills to critique the different measures of brand equity.

**DSC5: Strategic Brand Management**

<b>Unit</b>	<b>Description</b>	<b>Hours</b>
1	Introduction to Branding: Brand, Levels of Brands, Types of Brand to consumer, Criteria for Successful Brands, Branding, Evolution, Principles of Branding, Elements of Brand Management, Strategic Brand Management Process, Brand Management Practices	10
2	Measuring Brand Equity: Brand Equity-Meaning, Aaker's and Keller's model of Brand Equity, Brand Value Chain, Stages of Brand Value Chain, Brand Audit, Brand Equity Management System, Measuring the sources of Brand Equity, Measuring outcomes of Brand Equity.	10
3	Choosing Brand Element: Criteria for choosing brand elements, options & tactics for brand elements-Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols, , Slogans, Packaging, Brand Positioning, Process of Brand Positioning, Competitive Positioning, Positioning Strategies	12
4	Branding Concepts and Sustaining Brand Strategies: Brand Personality, Brand Image, Factors Affecting Brand Image, Brand Knowledge, Means of Leveraging Brand Equity, Branding Strategies, Brand Extension, Approaches of Brand Extension, Brand Repositioning, Managing Brand Overtime, Brand Imitation	12

5	Making Brand go Global: Global Branding, Characteristics of successful international Brands, Geographical Extension of Brands, Strategies for Global Brands, Factors Affecting Global Marketing, Barriers to Globalization, Guidelines for Global Branding.	12
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**References:**

1. Strategic Brand Management, Building Measuring & Managing Brand Equity – 2nd Ed  
Phi / Pearson Education – Kevin Lane Keller.
2. Brand Management -The Indian Context – Y L R Moorthi – Vikas Publication.
3. Strategic Brand Management – Jean, Noel, Kapferer – Kogan Page India
4. Compendium Brand Management – Chunnawalla, 1/e, HPH, 2003.
5. Strategic Brand Management- Richard Elliott & Larry Perclu, 1/e, Oxford Press.

Date

Course Coordinator

Subject Committee Chairperson

**Dept Name: Department of Studies in Business Administration**

**Semester-III**

**DSE1: MANPOWER PLANNING, RECRUITMENT AND SELECTION**

Course Title: Manpower Planning, recruitment and Selection	Course code: 21MBA3E1BL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 HRS
Summative Assessment Marks: 70	

**Course Outcomes (CO's):**

**At the end of the course, students will be able to:**

1. Define HRP and its role in the organization.
2. Understanding hiring process and hiring decisions.
3. Explain the dynamics of HRP.
4. Practice of HRP at organization level.

**DSE1: MANPOWER PLANNING, RECRUITMENT AND SELECTION**

<b>Unit</b>	<b>Description</b>	<b>Hours</b>
1	Human Resource Planning; Macro level scenario of manpower planning, setting up of objectives, organizing planning concept, process of manpower planning. Demand and Supply Forecasting; analyzing Jobs and Work; Types of Employment. Job Analysis Meaning, definition and purpose, Methods of job analysis: job analysis interviews, job analysis questionnaire, task analysis inventory, position analysis questionnaire, subject expert workshops, critical incident technique.	12
2	<b>Hiring Process &amp; Hiring decision:</b> Nature of hiring: regular, temporary, full time, part time, apprentice, contractual, and outsourcing, Existing post or new post to be created, Need analysis, cost analysis and job analysis.	08

3	<p><b>Hiring internally:</b> Meaning and definition of internal recruitment, Advantages and disadvantages in terms of cost, time, quality and suitability. Sources of internal recruitment: - circulars, intranet advertisements, employee referrals, Appointment or promotion, Policy guidelines and union settlements.</p> <p><b>External hiring:</b> Meaning and definition of external recruitment. Sources of recruitment: - advertisement, in newspaper, TV/Radio, Internet, search on the internet, wanted signboards, consultants, employment exchange, campus recruitment, employee referrals and unsolicited applications. Advantages and disadvantages of the above sources in terms of cost, time, convenience, reach of the targeted population, and quality of applicant pool.</p>	12
4	<p><b>Screening the candidates:</b>Application Forms: bio-data / resume / curriculum vitae and Weighted application blanks: meaning definition, purpose, advantages and disadvantages – taking a Behavioural approach to recruitment: spotting personality patterns, making basic assumptions, Predicting the future, strategy Vs. Technique, Pinning down what is needed: targeted interviewing, focusing on behaviour, assessing how person performs, assuming they have been hired. – Identifying the ingredients of success: the winning candidate’s profile, challenges in the Interview, the starting point, day to day execution, dealing with people.</p>	12
5	<p><b>Testing, Reference checking &amp; Appointment orders:</b> Meaning, definition, purpose, advantages and disadvantages, Ability tests clerical ability test, mechanical ability test, mental ability test, physical ability test, personality assessment test, typing test, shorthand test, computer proficiency test meaning, definition and purpose. Verification of character, criminal antecedents, previous work behaviour and education qualifications. Appointment orders Meaning, definition, and purpose. Contents of appointment letter, hard copy (or soft copy).</p>	12
<p><b>References:</b></p> <ol style="list-style-type: none"> <li>1. Employee Selection, Lilly M Berry, 1 edition, Cengage Learning, 2002,</li> <li>2. Online Recruiting and Selection: Innovations in Talent Acquisition, Douglas H. Reynolds, John A. Weiner, John Wiley &amp; Sons, 2009.</li> <li>3. Effective Recruitment and Selection Practices, R. L. Compton, William J. Morrissey, Alan R. Nankervis, Bill Morrissey, CCH Australia Limited, 2009.</li> </ol>		

Date

Course Coordinator

Subject Committee Chairperson

**Dept Name: Department of Studies in Business Administration  
Semester-III**

**DSE2: EMPLOYEE RELATIONS AND ENGAGEMENT**

Course Title: Employee Relations and Engagement	Course code: 21MBA3E2BL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 HRS
Summative Assessment Marks: 70	

**Course Outcomes (CO's):**

**At the end of the course, students will be able to:**

1. Define employee relations and its role in the organization
2. Analyze ways to harness employee engagement.
3. Defining statutory employee relations.
4. Explain and practice employee relations and engagement

**DSE2: EMPLOYEE RELATIONS AND ENGAGEMENT**

Unit	Description	Hours
1	<b>Employee Relations:</b> Concept, Factors and Scope, Evolution and contemporary scenario, Employee involvement: concept, types and practices. Trade Union Movement with special focus on India.	10
2	<b>Statutory Employee Relations:</b> Trade Unions Act, 1926, Industrial Disputes Act, 1947, Employee relations: Approaches and theories, Changing role of employee and employer relations, Contribution of ILO for improvement in management-employee relations.	12
3	<b>Concept of employee engagement:</b> an employee engagement strategy, company values and building employee loyalty, meaningful work impact society. Experiences that go beyond their regular deliverables and job descriptions.	10
4	<b>HR need to reinvent itself on employee engagement:</b> Companies face new challenges in recruiting, retaining and engaging employees, Employee engagement and company branding strategies. Change in employee expectations and digital communities	12
5	<b>Ways to harness employee engagement:</b> use of HR catboats, AI, ML and digitization to enhance employee engagement, Employee engagement as a dimension of CSR, high-potential employers and the life-changing experiences created and being role models in society.	12

**References:**

1. Punekar, S.D., Deodhar, S.B. & Sankaran, Saraswathi. (1999). Labour Welfare, Trade Unionism and Industrial Relations. New Delhi, India: Himalaya Publishing House.
2. Sarma, A.M. (1991). Industrial Relations – Conceptual and Legal Framework. New Delhi, India: Himalaya Publishing House.
3. Tripathi, P.C. (1996). Personnel Management and Industrial Relations. New Delhi, India: Sultan Chand & Sons.
4. Mone, E and London, M., Employee Engagement Through Effective Performance Management, Tata McGraw-Hill Education Pvt. Ltd., 2009

Date

Course Coordinator

Subject Committee Chairperson



**Dept Name: Department of Studies in Business Administration  
Semester-III**

**DSE3: HR METRICS AND ANALYTICS**

Course Title: HR Metrics and Analytics	Course code: 21MBA3E3BL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

**Course Outcomes (CO's):**

**At the end of the course, students will be able to:**

1. Define HR metrics and its role in the organization
2. Analyse HR analytics frameworks
3. Explain the dynamics of HR and predictive analytics
4. Design and develop data collection techniques
5. Explain and practice HR metrics using analytical tools

**DSE3: HR METRICS AND ANALYTICS**

Unit	Description	Hours
1	<b>Module: 1 HR Analytics in Perspective</b> Role of Analytics; Defining HR Analytics; HR Analytics: The Third wave of HR Value creation, HR Measurement journey in tune with HR maturity journey understanding the organizational system (Lean), Locating the HR challenges in the system; Valuing HR Analytics in the organization system	10
2	<b>Module: 2 HRA Frameworks</b> Current Approaches to measuring HR and reporting value from HR contribution; Strategic HR Metrics V/S Benchmarking, HR Scorecard & Workforce Scorecards and how they are different from HR Analytics; HR Maturity Framework: From level 1 to level 5; HR Analytics Frameworks: a) LAMP framework b) HCM:21 framework and c) Talented Framework; 5 overarching components of an effective Analytics framework.	12
3	<b>Module: 3 Basics of HR Analytics</b> What is Analytics; Evolution; Analytical capabilities; Analytics value chain, Analytical Model; Typical application of HR Analytics. Predictive Analytics: Steps involved in predictive analysis: Determine key performance indicator, analyze and report data; interpreting the result and predicting the future; Metrics and Regression analysis and causation.	10
4	<b>Module: 4 Insights into Data Driven HRA</b> Typical data sources, Typical questions faced (Survey), Typical Data issues, Connecting HR Analytics to business benefits (Case Studies); Techniques for	12

	establishing questions; Building support and interest; Obtaining Data; Cleaning data (Exercise); Supplementing data.	
5	<p><b>Module: 5 HR Metrics</b></p> <p>HR Metrics: Defining Metrics; Demographics; Data Sources and Requirements, Types of data; Typing data sets together; Difficulties in obtaining data, Ethics of measurement and evaluation; Human capital analytics continuum.</p> <p>HR Dashboard: Statical software used for HR Analytics: MS Excel, IBM-SPSS.</p>	12
<p><b>References:</b></p> <p>1. HR Analytics &amp; Metrics, Thakur Publications</p>		

Date

Course Coordinator

Subject Committee Chairperson

Dept Name: Department of Studies in Business Administration

Semester-III

**DSE4: PERFORMANCE AND BENEFITS MANAGEMENT**

Course Title: Performance and Benefits Management	Course code: 21MBA3E4BL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

**Course Outcomes (CO's):**

**At the end of the course, students will be able to:**

1. Define performance and benefits management.
2. Explain the dynamics of Performance Management System
3. Design and develop various ways to do Performance and Benefits Management
4. Explain and practice of Performance Management System.

**DSE4: PERFORMANCE AND BENEFITS MANAGEMENT**

Unit	Description	Hours
1	Performance Management System - Concept, types, Performance cycle and factors affecting performance, Performance Measures and methods of Performance Appraisal	12
2	<b>Performance coaching and Performance Improvement Plan (PIP)</b> , Role of HR professional in managing employee performance, performance management system and other HR systems	08
3	<b>Ethical dimensions in performance management:</b> linkage to compensation and reward management and implications on performance, Competency based job description and role analysis	12
4	<b>Benefits and Services:</b> Concept and Nature of Benefits, Classification of Employee Benefits, Employee Benefit Programs, Long term Incentive plans, Strategic Perspectives on Benefits, Factors Influencing Choice of Benefit Program, Administration of Benefits and Services	12
5	<b>Voluntary Retirement Scheme:</b> Concept of Voluntary Retirement Scheme (VRS), Approaches to Deal with Workforce Redundancy, Costs and Benefits to the Company, VRS for Public Sector Employees	12

**References:**

1. [T. V. Rao](#) (2016). Performance Management Toward Organizational Excellence, 2<sup>nd</sup> Edition, New Delhi: Sage Publications.
2. Armstrong(2009). Handbook of Performance Management, 4<sup>th</sup> Edition, Kogan Page.

Date

Course Coordinator

Subject Committee Chairperson

**Dept Name: Department of Studies in Business Administration**

### Semester-III

#### DSE5: TEAM DYNAMICS AT WORK

Course Title: Team Dynamics at Work	Course code: 21MBA3E5BL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

#### Course Outcomes (CO's):

At the end of the course, students will be able to:

1. Define team and its role in the organization
2. Analyze the dynamics of team in the organization
3. Explain team formation and its development
4. Develop and practice team development
5. Explain and evaluate team development models

#### DSE5: TEAM DYNAMICS AT WORK

Unit	Description	Hours
1	<b>Module :1 Introduction to Team:</b> Concept of Team; Significance of team at workplace; How to create team? Effectiveness of team at work place; Types of teams; Pros and Cons of Team Dynamics.	08
2	<b>Module: 2 Dynamics at Workplace</b> dynamics at workplace Team Dynamics in HR Perspective; Measures to consider to form and maintain team; Leadership role in team management; Job of team leader; Effectiveness and Ineffectiveness of team; Qualities of good leader in team.	12
3	<b>Module: 3 Team Formation and Development</b> Concept of Team formation and development; Team norms; Team Boundaries, Team Cohesiveness; Management team roles: The work of Belbin; Stages of team development: Forming, Storming, Norming, Performing and Adjourning.	12
4	<b>MODULE 4 management of team dynamics</b> Setting objectives; planning to form team; motivation; communication; monitoring and controlling the team at work.	12
5	<b>Module: 5 Models of Team Dynamics:</b> Team effectiveness model: Why, What and How; Team design elements; Types of team building: Role, interpersonal process, goal setting, problem solving	12

**References:**

1. Human Resource development and management- Biswanath Ghosh, Vikas publication.
2. Human Resources Management- Lawrence S Kleiman Atomic Dog Publication.
3. Stress Management- Walt Schafer, 4/e. Wardsworth 2000.

Date

Course Coordinator

Subject Committee Chairperson

**Dept Name:** Department of Studies in Business Administration

**Semester-III**

**DSE 1: FINANCIAL MARKETS AND INSTITUTIONS**

Course Title: Financial Markets And Institutions	Course code: 21MBA3E1CL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

**Course Outcomes (CO's):**

**At the end of the course, students will be able to:**

1. To understand the functions and operations of financial markets
2. To describe the role of money markets and capital markets
3. To acquaint students with the operations and types of financial institutions
4. To learn the importance of small savings, pension funds, mutual funds

**DSE 1: FINANCIAL MARKETS AND INSTITUTIONS**

<b>Unit</b>	<b>Description</b>	<b>Hours</b>
1	<b>Introduction to Financial System and Financial Markets:</b> Introduction to financial system, components of financial system, nature, functions and efficiency of financial system; Financial markets-meaning, role and types of financial intermediaries, financial innovation; an overview of Indian financial system; analysis of supply of and demand for funds; regulation of financial markets	10
2	<b>Money Market and Capital Market:</b> Introduction to money and capital market, organisation and its instruments, advantages of money market instruments, functioning and regulations of money markets; role of RBI and Govt in regulation of Money Market. Treasury Bills, Commercial bills, Commercial papers, Certificate of deposits, REPO/Reverse REPO-Call money-Notice money-Term money-Credit card-Bill discounting-Factoring-Forfeiting-Consumer finance-Reverse mortgage service. Capital market instruments.	14
3	Theories of interest rate determination The theory of interest rates-current and future, nominal interest rates, base interest rate; yield curve and the term structure; spot and forward rates; determinants of the shape of the term structure. Classical theory, loanable funds theory and Keynesian theory.	10

4	Financial Institutions - Depository Institutions Commercial banks and industrial finances; working capital finance by commercial banks; term lending; developing credit information system; performance of Indian banking; regulatory aspects of banking.	10
5	Financial Institutions-Non-depository institutions Meaning, importance and growth; UTI and private sector mutual funds; insurance funds-growth and development of life and non-life insurance companies in India; regulation of insurance; pension funds-organization and working of pension funds; regulatory framework	12

**REFERENCE BOOKS:**

1. Meir Kohn, Financial Institutions and Markets, Oxford University Press, New Delhi, 2007.
2. Mishkin, F.S., & Eakins, Financial Markets & Institutions, Addison Wesley, 2000 S.C.
3. Rose & Marquis, Money and Capital Markets: Financial Institutions and Instruments in a Global Market Place.
4. Santomero A.M., & Babbel D.C.: Financial Markets, Instruments & Institutions, McGraw. Hill, New York.

Date

Course Coordinator

Subject Committee Chairperson



**Dept Name:** Department of Studies in Business Administration

**Semester-III**

**DSE 2: FINANCIAL DERIVATIVES**

Course Title: FINANCIAL DERIVATIVES	Course code: 21MBA3E2CL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

**Course Outcomes (CO's):**

**At the end of the course, students will be able to:**

6. To describe the characteristics of the relevant financial derivative instruments.
7. explain how the instruments covered can be used to implement basic market risk management strategies, appropriate for corporate applications

**DSE 2: FINANCIAL DERIVATIVES**

Unit	Description	Hours
1	<b>Introduction:</b> Meaning of derivatives, forwards and futures contract, option, traders in futures and option markets, functions of derivatives market, world derivatives market	10
2	<b>Forwards and Futures contract:</b> Basics of forwards and futures, forwards and futures market trading mechanism, determination of forward prices, Valuation of forwards and futures, stock index futures, valuation of stock index futures,. Arbitrage opportunities using futures	12
3	<b>Option contracts:</b> Types of options, characteristics of option contracts, buyer and seller attitudes, option position, and determination of option pricing, option-money ness.	12
4	<b>Valuation of option:</b> Value of an option- intrinsic value, time value and factors influencing time value. Pay off profiles of option position. put-call parity, models of valuation of option: applicability of Black and Scholes Model and Binomial Option pricing model.	12
5	<b>Swap contract:</b> meaning, types, features of swaps, the swap market, economic motives of swap. Valuation of swaps.	10

**References:**

2. Risk Management & Derivative – Shulz, Cengage Learning.
3. Principles of Risk Management & Insurance – George E. Rejda, 11/e, Pearson Education, 2011.
4. Introduction to Derivatives and Risk Management – Don M. Chance, Cenage Learning, 2008.
5. Options & Futures –Edwards & Ma, 1/e, McGraw Hill.
6. Derivatives & Financial Innovations – Bansal, TMH.

Date

Course Coordinator

Subject Committee Chairperson

**Dept Name:** Department of Studies in Business Administration

**Semester-III**

**DSE 3: PROJECT APPRAISAL AND FINANCING**

Course Title: Project Appraisal And Financing	Course code: 21MBA3E3CL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

**Course Outcomes (CO's):**

**At the end of the course, students will be able to:**

- Acquaint the students with the concepts of capital budgeting by explaining the importance in taking decisions which involves in choosing projects that add value to a company and give them the practical exposure.

**DSE 3: PROJECT APPRAISAL AND FINANCING**

<b>Unit</b>	<b>Description</b>	<b>Hours</b>
1.	<b>Cash Flow Measurement:</b> Dependence and independence of cash flows in evaluating of projects, basic principles of cash flow estimation, Inflation in capital budgeting, real v/s nominal discount rates. Biases in cash flow estimation. Cash flows for a replacement project.	12
2.	<b>Ranking Projects:</b> NPV vs. IRR, Conflicts, Fisher's rate of intersection, Multiple IRRs, MIRR and Investment appraisal in practice.	12
3.	<b>Real options in Capital Investment:</b> types of options: expansion, Abandonment and postponement.	10
4.	<b>Risk Analysis in capital budgeting:</b> techniques for measuring and alone risk – Sensitivity analysis, Scenario analysis and Simulation	10
5.	<b>Corporate strategy and capital budgeting:</b> choice between projects of unequal life, inter-relationship between investment and financing aspects, capital budgeting under constraints.	12

**REFERENCE BOOKS:**

1. Advanced Corporate Finance – Ogden, Jen and O’Connor
2. Hampton, Jojn: Financial Decision Making, Prentice Hall, Delhi.
3. Pandey, I.M: Financial Management, Vikas Publishing House, Delhi.
4. Van home, J.C. and J.M Wachowicz Jr.: Fundamentals of Financial Management, Prentice Hall, Delhi.

Date

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Subject Committee Chairperson

**Dept Name:** Department of Studies in Business Administration

**Semester-III**

**DSE 4: BEHAVIOURAL FINANCE**

Course Title: BEHAVIOURAL FINANCE	Course code:21MBA3E4CL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

**Course Outcomes (CO's):**

**At the end of the course, students will be able to:**

1. To help students appreciate the limitations of rational models of investment decision making.
2. To identify persistent or systematic behavioral factors that influence investment behavior
3. To identify the key behavioral biases of individual and professional investors

**DSE 4: BEHAVIOURAL FINANCE**

<b>Unit</b>	<b>Description</b>	<b>Hours</b>
1.	<b>Introduction to Behavioural Finance:</b> Introduction, concept, meaning, nature, scope, objectives and assumptions of behavioural finance, building blocks of behavioural finance, behavioural finance – micro vs macro. Traditional vs Behavioural finance. Behavioural biases that influence investment decisions. The criticisms of behavioural finance.	12
2.	<b>Theories of behavioural finance:</b> Introduction, Theories of behavioural finance, Asymmetric information theory, Agency theory – introduction, agency costs, agency problems. Prospect theory – Introduction, key tenets to prospect theory. Psychological tendencies affecting financial decision-making and financial markets.	10
3.	<b>Biases and Heuristics:</b> Meaning of biases and heuristics related to financial investments. Cognitive bias, emotional bias, overconfidence bias, representativeness bias, availability bias, Heuristics – Introduction, availability heuristics, representative heuristics, anchoring heuristics, valuation heuristics. Financial behaviour stemming from familiarity – home bias, investing in your employer or brands you know, diversification heuristic. Financial behaviour stemming from representativeness – good investments vs good companies, chasing winners, Anchoring, Herding, overconfidence and excessive trading, Evidence from the field of trading.	15

4.	<p><b>Behavioural Investor Types:</b> Introduction to investor types, the preserver, the follower, the independent and the accumulator. Different types of investors and the content they analyse – organisation watchers, strategy followers, financial addicts, management watchers</p>	10
5.	<p><b>Market and Behavioural Anomalies:</b> Introduction, Growth trap – Introduction, behavioral anomalies of investors chasing fads and fancies. Bubble trap – anatomy of financial crisis, formation of a bubble, bubble building process, Rational individual vs crowd psychology, bandwagon effect.</p>	9
<p><b>REFERENCE BOOKS:</b></p> <ol style="list-style-type: none"> <li>1. Richard M. Thaler(2005), Advances in Behavioural Finance: Volume II, Princeton University Press.</li> <li>2. Sujata Kapoor, Jaya Mamta (2019), Behavioural Finance, Sage.</li> <li>3. M. M. Sulphrey (2014), Behavioural Finance, PHI, 1<sup>st</sup> edition.</li> </ol>		

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**Dept Name:** Department of Studies in Business Administration

**Semester-III**

**DSE 5: MERGERS ACQUISITIONS AND CORPORATE RESTRUCTURING**

Course Title: MERGERS ACQUISITIONS AND CORPORATE RESTRUCTURING	Course code: 21MBA3E5CL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

**Course Outcomes (CO's):**

**At the end of the course, students will be able to:**

1. To provide the students an understanding of conceptual framework of corporate restructuring involving mergers and acquisitions and its application under various constraints, apart from understand various forms of corporate restructuring.
2. To critically evaluate the mergers and acquisitions based on strategies, theories, and synergy
3. To apply and analyse financial evaluation and strategic aspects of M&A.

**DSE 5: MERGERS ACQUISITIONS AND CORPORATE RESTRUCTURING**

Unit	Description	Hours
1	<b>Introduction to mergers and acquisitions:</b> Meaning, types of merger – theories of mergers- operating, financial and managerial synergy of mergers – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M & A activities- Impact of M & A on stakeholders. Strategic approaches - SWOT analysis, BCG matrix, Porter's five forces model, industry life cycle and product life cycle analysis in M&A Decision.	12
2	<b>Merger Process:</b> Dynamics of M&A process – identification of targets – negotiation- closing the deal. Five-stage model. Due diligence – Types, due diligence strategy and process, due diligence challenges. Process of merger integration – organizational and human aspects – managerial challenges of M & A.	12
3	<b>Corporate Restructuring:</b> An overview of corporate restructuring, significance, Value drivers-Due	14

	Diligence Process for M & A-Ethical issues in M & A. forms of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnerships – Limited Liability Partnership (LLP) in India: Nature and incorporation of LLP-De merger- strategic alliance- buyback of shares-employee stock ownership plans (ESOP).	
4	<b>Takeovers:</b> Meaning, types, takeover strategies, - Takeover defences – financial defensive measures – methods of resistance – anti-takeover amendments – poison pills	10
5	<b>Methods of financing mergers:</b> Cash offer, share exchange ratio – mergers as a capital budgeting decision Synergies from M&A: Operating and Financial synergy. SEBI code of conduct on mergers, acquisition and takeover.	8
<b>REFERENCE BOOKS:</b>		
<ol style="list-style-type: none"> <li>1. Rabi Narayan Kar and Minakshi, Mergers Acquisitions &amp; Corporate Restructuring - Strategies &amp; Practices, Taxmann publishers</li> <li>2. Sheeba Kapil and Kanwal N. Kapil, Mergers and Acquisitions, Wiley publishers</li> <li>3. Prasad G Godbole, Mergers Acquisitions &amp; Corporate Restructuring, Vikas Publishing House.</li> </ol>		

Date

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**Dept Name: Department of Studies in Business Administration**

**Semester-III**

**DSE1: RISK MANAGEMENT AND INSURANCE**

Course Title: Risk Management and Insurance	Course code: 21MBA3E1DL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

**Course Outcomes (CO's):**

**At the end of the course, students will be able to:**

1. Identify the core types of project risks
2. Use qualitative and quantitative risk assessment methods
3. Competently use risk simulation techniques and other risk analysis tools/methods and work in a group to create a risk management plan based on the ISO 31000:2009
4. Identify a range of risk management issues/challenges and the risks as complex systems cascade and be competent to initiate potential actions in response

**DSE1: RISK MANAGEMENT AND INSURANCE**

<b>Unit</b>	<b>Description</b>	<b>Hours</b>
1	<u>Over view of Risk: Risk identification, Risk, Insurance and Management: Identification and Risk Evaluation. Risk assessment &amp; Management-Risk Analysis: Exposure of Physical Assets, Financial Assets, and Human Assets, Exposure to Legal Liability. Risk Management, Risk Control.</u>	12
2	Risk Management using Futures and Forwards: Hedging using Futures- Short hedge, long hedge, basis risk and hedge ratio. Hedging strategies using Forwards - Arbitrage Opportunities.	10
3	<u>Risk Management using Swaps: Hedging strategies interest rate swaps- designing an IRS and valuation of IRS. Hedging strategies Currency swaps- designing an Currency swap and valuation of currency swap</u>	10
4	<u>Risk Management using Options: Option trading strategies: strategies using Hedging, strategies using spreads, strategies using Combination. Delta of a portfolio options- option gamma, option theta, option rho and option Vega.</u>	12
5	Commodity Derivatives: Commodity Futures Market-Exchanges for Commodity Futures in India, Forward Market, Commissions and Regulation- Commodities Traded-Trading and Settlements-Physical Delivery of Commodities.	12

**References:**

1. Option Futures & Other Derivatives-John C.Hull-(Pearson Education), 6/e

2. Options & Futures-Vohra & Bagri-(TMH), 2/e
3. Derivatives-Valuation & Risk Management-Dubofsky & Miller-(Oxford University Press), 2004/05
4. Risk Management & Insurance-Harrington & Niehaus-TMH, 2/e
5. Risk Management & Derivative-Shulz-Thomson/Cengage Learning.
6. Credit Risk Management-Anderw Fight-Elvis.
7. Financial Derivatives-S.S.S.Kumar PHI 2007.
8. Risk Management-Koteshwar HPH

Date

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**Dept Name: Department of Studies in Business Administration**

**Semester-III**

**DSE2: MERCHANT BANKING AND FINANCIAL SERVICES**

Course Title: Merchant Banking And Financial Services	Course code: 21MBA3E2DL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

**Course Outcomes (CO's):**

**At the end of the course, students will be able to:**

1. Understand the concept and functioning of banking and non banking financial services in India.
2. Understand the different credit rating agencies and the determinants used for rating a particular entity or instrument.
3. Evaluate and compare leasing and hire purchase services

**DSE2: MERCHANT BANKING AND FINANCIAL SERVICES**

<b>Unit</b>	<b>Description</b>	<b>Hou rs</b>
1	Introduction to Financial Services: An introduction to Contemporary financial services - major types and uses, the role of financial instruments in creating financial services, institutions and innovations in the provision of financial services, regulations of financial services - rationale, laws and issue.	10
2	Merchant Banking: Overview of merchant banking activities, regulation and structure of merchant banking industry - innovation in merchant banking, Issue management - Pre-issue management, Post issue management, under writing, right issue, using secondary market for providing liquidity to corporate.	12
3	Corporate Advisory Services: Loan syndication, offshore fund arrangements route for fund raising in international markets, leveraged - buyouts, buy back of shares, book building, corporate takeover s, financial engineering and innovations, custodial and depository services.	12
4	Venture Capital and Credit Rating: Introduction to venture capital, regulatory environment – an important vehicle of credit delivery - venture capital investment process and evaluation criteria. Credit rating - meaning, an overview of credit rating agencies, rating methodology and process and rating symbols.	12

5	Other financial services: An overview of Factoring and Forfeiting, Bill discounting, Housing finance, Real estate investment and financing, Insurance services, Securitization and Consumer finance	10
<p><b>References:</b></p> <ol style="list-style-type: none"> <li>1. Thummuluri Siddaiah, Financial Services, Pearson Education</li> <li>2. Khan MY, Financial services, 6/e, McGraw Hill.</li> <li>3. Gordon &amp; Natarajan, Financial Markets and Services, 7/e, Himalaya publishing house.</li> <li>4. Vij &amp; Dhavan, Merchant Banking &amp; Financial services, 1/e, Tata McGraw Hill.</li> <li>5. Pratap G Subramanyam, Investment Banking, Tata McGraw Hill</li> <li>6. Mukund Sharma, Banking and Financial Services, Himalaya publishing house.</li> <li>7. Padmalatha &amp; Justin Paul, Management of Banking and Financial services, Pearson publishers.</li> </ol>		

Date

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**Dept Name: Department of Studies in Business Administration**

**Semester-III**

**DSE3: MUTUAL FUNDS**

Course Title: Mutual Funds	Course code: 21MBA3E3DL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

**Course Outcomes (CO's):**

**At the end of the course, students will be able to:**

1. Describe the characteristics of mutual fund investments
2. Demonstrate the various mutual fund schemes available for investment
3. Evaluate mutual funds using Sharpe's, Treynor's measures
4. Describe the process of buying and selling mutual funds

**DSE3: MUTUAL FUNDS**

<b>Unit</b>	<b>Description</b>	<b>Hours</b>
1	Introduction of Mutual Funds: Concept of mutual fund, evolution and organization of mutual funds, Concepts of mutual fund – NAV, expense ratio, entry and exit load, AUM. Types of mutual funds, Advantages and disadvantages of mutual funds, Key Financial measures. Growth of Mutual Funds in India.	12
2	Mutual Fund Investors and Organisation of a mutual fund: Players in the mutual fund organisation – sponsor, mutual funds as trusts, asset management company, other administrative entities – custodian, registrar and transfer agents.	10
3	Evaluation of Mutual funds: Measures of mutual fund evaluation, measuring risks involved in mutual fund investment, mutual fund selection, styles in choosing the right Mutual fund scheme. Application of Sharpe's, Treynor's measures to evaluate mutual fund scheme.	10
4	Regulation of Mutual Funds: Regulations governing the operation of mutual funds in India. Understanding the guidelines laid by the ministry of Finance, RBI and SEBI. Role of Association of mutual funds of India in India (AMFI).	12
5	Other aspects of Mutual funds: Management of mutual funds, marketing and investment aspects of mutual fund, Business Ethics in mutual funds, Mutual	12

	fund prospects and Future Growth Strategy.	
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**References:**

1. Sundar shankaran- Indian Mutual Funds Handbook, First edition, Vision Books Private Ltd., New Delhi.
2. I M Pandey- Financial management, Eighth edition, Vikas Policing House Pvt Ltd., New Delhi.
3. Ravi M. Kishore- Financial management, Forth edition, Taxmann Allied Services Pvt. Ltd., New Delhi.
4. Khan, M.Y, Indian Financial Markets & Institutions, THM, New Delhi.
5. Gordon & Natarajan, Financial Markets and Services, 7/e, Himalaya publishing house.
6. Bhole, M.K, Financial Markets & Institutions, THM, New Delhi.
7. M. Swaminathan, Performance of Mutual Funds In India: A Comparative Study of Public And Private Sector Mutual Funds, Gyan Publishing House, 2011.
8. John A. Haslem, Mutual Funds : Portfolio Structures Analysis Management And Stewardship, John Wiley & Sons Inc.

Date

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**Dept Name: Department of Studies in Business Administration**

**Semester-III**

**DSE4: CORPORATE INSURANCE MANAGEMENT**

Course Title: Corporate Insurance Management	Course code: 21MBA3E4DL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

**Course Outcomes (CO's):**

**At the end of the course, students will be able to:**

1. Analyze insurance contracts and property-liability insurance.
2. Demonstrate knowledge of the operation and management of insurance entities, and the economic implications of organizational design and structure.
3. Examine the role of public policy including social insurance in personal financial planning and risk management.
4. Appraise the types of corporate insurance.

**DSE4: CORPORATE INSURANCE MANAGEMENT**

<b>Unit</b>	<b>Description</b>	<b>Hours</b>
1	<u>The Business of Insurance: Management of risk by individuals – management of risk by insurers – fixing of premiums – reinsurance and its importance for insurers – role of insurance in economic development and social security – contribution of insurance to the society.</u>	12
2	<u>Professional Liability Insurance: Meaning, concept, How Professional Liability Insurance Works; What Professional Liability Insurance Does Not Include, Example of Professional Liability Insurance, Differences across professions.</u>	10
3	<u>Property Insurance: Contents, History, Types of coverage, Property, /of l's pfóopx Insurance Claims, Property Insurance mechanism, Fire insurance in India: Perils covered, Exclusions</u>	10
4	<u>Workers' Compensation Insurance: Meaning, concept, Types, Coverage of Workers' Compensation Insurance, cost of worker's compensation, factors affects the workers compensation</u>	12
5	<u>Business Interruption Insurance: Meaning, Coverage: profits, fixed cost, temporary location, commission and training cost, Exclusion</u>	12

**References:**

1. Corporate Insurance Management - A Primer (First Edition 2016) Paperback – 1 January 2016 by Sanjiv Achut Shanbag (Author), Ram Gopal Agarwala
2. Surviving Business Insurance: Don't Let Your Insurance Policies Put You Out Of Business! By Matthew Starkey 2014.
3. Risky Business: Principles of Auditing Property and Casualty Insurance by Seth A. Davis, CIA, CPA, CPCU, 2016
4. Fundamentals of risk and insurance- tenth edition by Emmett j. Vaughan therese m. Vaughan.
5. M.N.Mishra and Dr.S.B.Mishra, Insurance Principles And Practice, S.Chand and Company Ltd 2011
6. Alka Mittal , S.L.Gupta,S. Principles of Insurance and Risk Management S. Chand & Sons 2010

Date

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**Dept Name: Department of Studies in Business Administration**

**Semester-III**

**DSE5: PRINCIPLES AND PRACTICES OF BANKING**

Course Title: Principles and Practices of Banking	Course code: 21MBA3E5DL
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

**Course Outcomes (CO's):**

**At the end of the course, students will be able to:**

1. Understand the banking system and the processes involved in it
2. Understand the challenges involved in the banking system.
3. Assess the level of technology being used.

**DSE5: PRINCIPLES AND PRACTICES OF BANKING**

<b>Unit</b>	<b>Description</b>	<b>Hours</b>
1	Introduction to Banking System: Introduction to the Banking System. Historical aspects of Banking in India. Evolution of Banking system -Types of banks –Public Sector, Regional Banks, Performance of Public Sector banks, Private Sector Banks. Commercial banking: Structure, Functions - Primary & secondary function, Role of commercial banks in socio economic development, Services rendered. Credit creation and Deployment of Funds, Role of Reserve Bank and GOI as regulator of banking system.	12
2	Banker-Customer Relationship: Debtor-Creditor Relationship, Bank as a Trustee, Anti-Money laundering, Deposit Products or Services, Payment and Collection of cheques and other negotiable instruments.	10
3	Accounts: Types of Customer Accounts, Procedure for opening an account, Risks in account opening, Closure Loans and Advances: Principles of lending; Different types of loans; Credit appraisal techniques; Credit management and credit monitoring.	10
4	Capital Adequacy Norms: Introduction, the importance of capital for a bank, Basel I, II, III norms, Rationale for Basel Agreement, capital adequacy ratio.	12
5	Banking Technology: Concept of Universal Banking-Home banking – ATMs- Internet banking – Mobile banking- Core banking solutions – Debit, Credit, and Smart cards – Electronic Payment systems-MICR- Cheque Truncation-ECS- EFT – NEFT-RTGS	12

**References:**

1. J.N. Jain & R.K. Jain, Modern Banking and Insurance, Regal Publication
2. A. Ranga Reddy, C. Rangarajan, Rural Banking and Overdues Management, Mittal Publications.
3. Madhu Vij, Management of Financial Institutions in India, Anmol Publications.
4. U.C. Patnaik, Rural Banking in India, Anmol Publications.
5. Vasanth Desai, Nature and Problems of Commercial Banking in India, Himalaya Publishing House.
6. V.K. Gupta, Management of Financial Institutions in India, Radha Publications
7. G. Ramesh Babu, Management of Financial Institutions in India, Craft Publishing Company.
8. Vasanth Desai, Indian Banking, Nature and Problems, Himalaya Publications House.

Date

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**Department of Studies in Business Administration**

**Semester-III**

**GEC1: BUSINESS ETHICS AND CORPORATE GOVERNANCE**

Course Title: BUSINESS ETHICS AND CORPORATE GOVERNANCE	Course code: 21MBA3G1AL
Total Contact Hours: 30	Course Credits: 02
Formative Assessment Marks: 20	Duration of ESA/Exam: 1 Hour
Summative Assessment Marks: 30	

**Course Outcomes (CO's):**

**At the end of the course, students will be able to:**

1. Importance of ethics in business
2. Understand role of ethics in business finance, HR, marketing
3. Corporate social responsibility
4. Dealing with ethical issues
5. Inculcate knowledge of different committee that works towards corporate governance.

**GEC1: BUSINESS ETHICS AND CORPORATE GOVERNANCE**

<b>Unit</b>	<b>Description</b>	<b>Hours</b>
1	Module :1 Business Ethics: Meaning, Principles of Business Ethics, Characteristics of Ethical Organization, Ethics, Ethics of Corporate Governance, Globalization and Business Ethics, Stakeholders' Protection, Corporate Governance and Business Ethics.	5
2	Module :2 Ethics and Business System: Markets, Environment, Trade, Consumer Production and Marketing, Finance, HR.	5
3	Module :3 Conceptual Framework of Corporate Governance: Meaning, Governance vs. Good Corporate Governance, Corporate Governance vs. Corporate Excellence, Insider Trading, Rating Agencies, Benefits of Good Corporate Governance, Corporate Governance Reforms& Initiatives in India.	5
4	Module :4 Corporate Social Responsibility (CSR): Meaning, CSR and Corporate Sustainability, CSR and Business Ethics, CSR and Corporate Governance, Environmental Aspect of CSR, CSR Models. Social Responsibility of Corporate, Corporate Social Reporting.	7

5	<p>Module :5</p> <p>Regulatory Framework of Corporate Governance in India, SEBI Norms based on KM Birla Committee, Clause 49 of Listing Agreement, Corporate Governance in Public Sector Undertakings. Gandhian approach in Management &amp; Trusteeship: Gandhiji's doctrine of Satya &amp; Ahinsa, Concept, importance &amp; relevance of Trusteeship principle in modern business.</p>	8
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**References:**

7. J. P. Sharma Corporate Governance, Business Ethics & CSR, Ane Books Pvt. Ltd., New Delhi.
8. Bhanu Murthy, K. V. and Usha Krishna, Politics Ethics and Social Responsibilities of Business, Pearson Education, New Delhi.
9. D Geeta Rani & R K Mishra, Corporate Governance-Theory and Practice, Excel Books, New Delhi
10. Christine A Mallin, Corporate Governance (Indian Edition), Oxford University 46 Press, New Delhi.
11. Corporate Governance2/e, MacMallin, OUP
12. S.K. Bhatia - Business Ethics and Managerial Values (Deep & Deep PublicationsPvt.Ltd, 2000).

Date

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**Department of Studies in Business Administration**

**Semester-III**

**GEC1: START-UP AND ENTREPRENEURSHIP**

Course Title: START-UP AND ENTREPRENEURSHIP	Course code: 21MBA3G1BL
Total Contact Hours: 30	Course Credits: 02
Formative Assessment Marks: 20	Duration of ESA/Exam: 1 Hour
Summative Assessment Marks: 30	

**Course Outcomes (CO's):**

**At the end of the course, students will be able to:**

1. To get an idea towards entrepreneurship, entrepreneurial opportunity modules to start-up own business.
2. To think critically in identifying SWOT before start-up's.
3. To understand the ways of starting a company and to know how to generate ideas.
4. Develop an entrepreneurial mind-set by learning key skills such as design, personal selling, and communication.

**GEC1: START-UP AND ENTREPRENEURSHIP**

<b>Unit</b>	<b>Description</b>	<b>Hours</b>
1	Module :1 The New Industrial Revolution; the Rise of the start up Economy; the Six Forces of Change; the Start-up Equation; Generate Ideas with Brainstorming; Stages of growth in a new venture.	5
2	Module :2 Identifying Startup capital Resource requirements; estimating Startup cash requirements; Develop financial assumptions; Constructing a Process Map; Positioning the venture in the value chain; Startup financing metrics; The Legal Environment; Approval for New Ventures; taxes or duties payable for new ventures.	7
3	Module :3 Introduction; Meaning and concept of entrepreneurship, the history of entrepreneurship development, functions of entrepreneurship; types of entrepreneurs; role of entrepreneurship in economic development;	5

	entrepreneurial success stories.	
4	Module :4 Creativity and innovation; innovation process; sources of new ideas; agencies in entrepreneurship management and future of entrepreneurship; institution supporting entrepreneurs- SDIB, NABARD, IDBI, SIDCO.	5
5	Module :5 Developing business model- importance of business model, components of effective business model; Introduction to various form of business organization (sole proprietorship, partnership, corporations, Limited Liability company), mission, vision and strategy formulation.	8
<b>References:</b>		
<ol style="list-style-type: none"> <li>1. Dr. Robert D Hisrich, Dr. Michael P Peters, Mc Graw Hill 11th edition, 2020.</li> <li>2. Dr. Sucheta Gauba, 2nd revised edition, Calcutta publishing company.</li> </ol>		

Date

Course Coordinator

Subject Committee Chairperson

**Department of Studies in Business Administration**

**Semester-III**

**GEC1: TIME MANAGEMENT**

Course Title: TIME MANAGEMENT	Course code: 21MBA3G1CL
Total Contact Hours: 30	Course Credits: 02
Formative Assessment Marks: 20	Duration of ESA/Exam: 1 Hour
Summative Assessment Marks: 30	

**Course Outcomes (CO's):**

**At the end of the course, students will be able to:**

1. Achieve greater productivity and efficiency
2. Get more opportunities to achieve life and career goals
3. Reduces stress
4. Improve focus
5. Improve confidence levels.

**GEC1: TIME MANAGEMENT**

<b>Unit</b>	<b>Description</b>	<b>Hours</b>
1	Module :1 Introduction of time management; nature of time management; Fundamentals of time management; aspects of time management; time management system; Obstacles of time management.	5
2	Module :2 Effective time management strategies and techniques; Prioritizing – using the important/urgent priority matrix; Productivity – being effective and efficient.	5
3	Module :3 Six time management strategies- Set goals, organize, plan ahead, maximize time, prioritize, and eliminate distractions.	5
4	Module :4 Time management system- Functional, Portable, Intelligible; Productive Work- Busy v/s Productive, Indecision & Delay, Overwork, Urgency v/s Importance.	7
5	Module :5 Tools & techniques of time management; time management process; Tracking your time- Building self-awareness through self-assessment, Tracking your time with tools.	8

**References:**

1. [www.hr-pulse.org](http://www.hr-pulse.org).
2. [nyc@careercenters.com](mailto:nyc@careercenters.com)

Date

Course Coordinator

Subject Committee Chairperson