



VIJAYANAGARA SRI KRISHNADEVARAYA UNIVERSITY

JNANASAGARA CAMPUS, BALLARI-583105

**Department of Studies in
Business Administration**

SYLLABUS

MBA
(IV Semester)

With effect from
2021-22



VIJAYANAGARA SRI KRISHNADEVARAYA UNIVERSITY

Department of Business Administration

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

IV-SEMESTER

| Semester | Category | Subject code | Title of the Paper | Marks | | | Teaching hours/week | | | Credit | Duration of exams (Hrs) |
|-------------------------------------|------------|--|--|-------|-----|------------|---------------------|---|---|-----------|-------------------------|
| | | | | IA | SEE | Total | L | T | P | | |
| THIRD | DSE6 | 21MBA4E6AL | A. Services Marketing and CRM | 30 | 70 | 100 | 4 | - | - | 4 | 3 |
| | | 21MBA4E6BL | B Strategic HRM | | | | | | | | |
| | | 21MBA4E6CL | C.Security Analysis and Applied Value Investing | | | | | | | | |
| | | 21MBA4E6DL | D.Actuarial Practices and Practices | | | | | | | | |
| | DSE7 | 21MBA4E7AL | A. Pharma Marketing/Management | 30 | 70 | 100 | 4 | - | - | 4 | 3 |
| | | 21MBA4E7BL | B. Cross Cultural Management | | | | | | | | |
| | | 21MBA4E7CL | C. Modern Portfolio Management | | | | | | | | |
| | | 21MBA4E7DL | D. Retail Banking, Rural Banking and Micro Finance | | | | | | | | |
| | DSE8 | 21MBA4E8AL | A. Healthcare and Hospital Management | 30 | 70 | 100 | 4 | - | - | 4 | 3 |
| | | 21MBA4E8BL | B. Work life Balance and Well-being | | | | | | | | |
| | | 21MBA4E8CL | C. International Financial Management | | | | | | | | |
| | | 21MBA4E8DL | D. Life, Health and General Insurance | | | | | | | | |
| | DSE9 | 21MBA4E9AL | A. Food and Beverage Management | 30 | 70 | 100 | 4 | - | - | 4 | 3 |
| | | 21MBA4E9BL | B. Personal Growth and Interpersonal Effectiveness | | | | | | | | |
| | | 21MBA4E9CL | C. Fixed Income Securities, Structured Finance and Alternate Investments | | | | | | | | |
| | | 21MBA4E9DL | D. International Banking and Islamic Banking | | | | | | | | |
| | DSE10 | 21MBA4E10AL | A. Hospitality and Tourism Management | 20 | 30 | 50 | 4 | - | - | 4 | 3 |
| | | 21MBA4E10BL | B. Leadership | | | | | | | | |
| | | 21MBA4E10CL | C. Advanced Capital Structure Decisions | | | | | | | | |
| 21MBA3E5DL | | D. Principles and Practices of Banking | | | | | | | | | |
| GEC2 | 21MBA4G2AL | A. Team Building and Problem Solving | 20 | 30 | 50 | 2 | - | - | 2 | 1 | |
| | 21MBA4G2BL | B. Stress Management | | | | | | | | | |
| | 21MBA4G2CL | C. Change Management | | | | | | | | | |
| Project | 21MBA4C1R | Research Project | 30 | 70 | 100 | - | - | 8 | 4 | - | |
| Total Marks for III Semester | | | | | | 600 | | | | 24 | |

Department of Studies in Business Administration
Semester-IV
DSE6: SERVICE MARKETING AND CRM

| | |
|---|-------------------------------|
| Course Title: SERVICE MARKETING AND CRM | Course code: 21MBA4E6L |
| 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 of Services and intangible products
2. Discuss the relevance of the services Industry to Industry
3. Examine the characteristics of the services industry and the modus operandi
4. Analyze the role and relevance of Quality in Services
5. Visualize future changes in the Services Industry
6. Understand the basic concepts of Customer relationship management.
7. Understand basics of operational Customer relationship management.

DSE6: SERVICE MARKETING AND CRM

| Unit | Description | Hours |
|------|---|-------|
| 1 | Nature and Scope of Services: meaning of services, unique characteristics, difference between services and tangible products, service sector, classification of services, growth of service sectors and service industries. Services Marketing Introduction, concept and evolution of services marketing, meaning of service marketing, myths encountered in services, need for service marketing, and growth in Services Marketing. Services Marketing Mix and Gaps Model: 7Ps of service marketing, service gaps framework, perceived service quality, models of service marketing | 12 |
| 2 | Service Design and Service Delivery: Service delivery process, service encounters and Moments of Truth, employee role in service delivery, service employee- criteria, importance and emotional approach, role of service provider, intermediaries involved in Service Process and Service Delivery. STP Strategy for Services: Need for segmentation of services, bases of segmentation services, segmentation strategies in service marketing, need for targeting and positioning of services, positioning strategies for services, positioning Through Product/Service Delivery Strategies, Positioning Through Pricing Strategies, Positioning Through Distribution Strategies, positioning through Sales Promotion and Advertising, Service Differentiation Strategies. | 12 |
| 3 | Consumer Behaviour in Services Marketing: Customer Expectations in Services, Service Costs Experienced by Consumer, the Role of customer in Service Delivery, Conflict Handling in Services, Customer Responses in Services, Concept of Customer Delight Service Development and Quality Improvement: Types of New Service Development and its Stages, Types of new services, Stages in new service | 12 |

| | | |
|---|---|----|
| | development, Service Costs Incurred by the Service Provider, service Blue Printing, service Development – Need, Importance and as a Measure of Competitive Advantage, service Quality Dimensions, Service Quality Measurement and Service Mapping, Improving Service Quality and Service Delivery, Service Failure and Recovery. | |
| 4 | Marketing of Service: Overview of Different Service Sectors, Marketing of Banking Services, Marketing in Insurance Sector, Marketing of Education Services, Marketing of Tourism and Airlines, Tourism marketing, Airlines marketing, marketing of Hospitality Services, Healthcare Marketing, Social Service by NGOs, Marketing of Online Services, Marketing of Professional Services Emerging Issues in Service Marketing: Strategic approach in Services Marketing, Service Marketing in e-Commerce and e-Marketing, and Telemarketing Services, Service Marketing Research for Global Markets and Rural Markets, Innovations in Services Marketing, Ethical Aspects in Service Marketing | 10 |
| 5 | Customer Relationship Management: Meaning and Definition of CRM, Importance of CRM, Concept and Growth of Relationship Marketing, Scope of Relationship Marketing, concept of Lifetime Customer and Customer Loyalty, Benefits and difficulties of CRM CRM Process and Implementation: Customer Development Process, customer Retention, Customer satisfaction, Importance of customer retention, Customer Retention Strategies, Customer Life Time Value, types of Relationship Management, CRM process for B2B markets Technological Support in CRM: technological Applications in CRM, types of Technological Applications in CRM, Customer Databases and Information Systems, Database Marketing Strategies, CRM Software Solutions for B2C and B2B Markets, Accounting Systems for Customer Acquisition and Retention Costs, Customer Loyalty and Profitability through Technology | 10 |
| References: <ol style="list-style-type: none"> 1. Service Marketing, Christopher, H. Lovelock, 5th Edition, Pearson, 2004 2. Service Marketing, Helen Woodruffe, Macmillan India, 1998 3. Service Marketing, Leonard Bery & Parasuran Free Press, 1999 4. Services Marketing, Valerie Ziethmal, Mary Jo Bitner, Mcgrow Hill International Edition, 1996 5. Services Marketing, Ravi Shankar, Excel books, 2002. 6. Customer Relationship Management-step by step approach, Peeru Mohammed, Vikas Publishing, 2003 7. Hand book of Relationship marketing, Jagadish N.sheth and Atul Parvatiyar, Response books, 2008 8. Customer Relationship Management Essentials, Gosney, Prentice Hall, 2008 | | |

Department of Studies in Business Administration
Semester-IV
DSE7: PHARMA MARKETING

| | |
|--------------------------------|-------------------------------|
| Course Title: PHARMA MARKETING | Course code: 21MBA4E7L |
| 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 concept of pharmaceutical marketing.
2. Enumerate the concept of product management in pharmaceutical industry.
3. Discuss the various components of promotion of pharmaceutical products.
4. Explain the different pharmaceutical marketing channels.
5. Discuss the role and responsibility of professional sales representative.
6. Discuss the roles and responsibilities of pricing authorities in India.
7. Discuss the emerging concepts of marketing.

DSE7: PHARMA MARKETING

| Unit | Description | Hours |
|------|--|-------|
| 1 | Marketing: Definition, general concepts and scope of marketing; Distinction between marketing & selling; Marketing environment; Industry and competitive analysis; Analyzing consumer buying behaviour; industrial buying behaviour. Pharmaceutical market: Quantitative and qualitative aspects; size and composition of the market; demographic descriptions and socio-psychological characteristics of the consumer; market segmentation & targeting. Consumer profile; Motivation and prescribing habits of the physician; patients' choice of physician and retail pharmacist. Analyzing the Market; Role of market research. | 12 |
| 2 | Product decision: Classification, product line and product mix decisions, product life cycle, product portfolio analysis; product positioning; New product decisions; Product branding, packaging and labelling decisions, Product management in pharmaceutical industry. | 10 |
| 3 | Promotion: Methods, determinants of promotional mix, promotional budget; An overview of personal selling, advertising, direct mail, journals, sampling, retailing, medical exhibition, public relations, online promotional techniques for OTC Products. | 12 |
| 4 | Pharmaceutical marketing channels: Designing channel, channel members, selecting the appropriate channel, conflict in channels, physical distribution management: Strategic importance, tasks in physical distribution management. Professional sales representative (PSR): Duties of PSR, purpose of detailing, selection and training, supervising, norms for customer calls, motivating, evaluating, compensation and future prospects of the PSR. | 12 |
| 5 | Pricing: Meaning, importance, objectives, determinants of price; pricing methods and strategies, issues in price management in pharmaceutical industry. An overview of DPCO (Drug Price Control Order) and NPPA (National Pharmaceutical Pricing Authority). Emerging concepts in marketing: Vertical & Horizontal Marketing; Rural Marketing; Consumerism; Industrial Marketing; Global Marketing. | 10 |

References:

1. Philip Kotler and Kevin Lane Keller: Marketing Management, Prentice Hall of India, New Delhi
2. Walker, Boyd and Larreche: Marketing Strategy- Planning and Implementation, Tata MC GrawHill, New Delhi.
3. Dhruv Grewal and Michael Levy: Marketing, Tata MC Graw Hill
4. Arun Kumar and N Menakshi: Marketing Management, Vikas Publishing, India
5. Rajan Saxena: Marketing Management; Tata MC Graw-Hill (India Edition)
6. Ramaswamy, U.S & Nanakamari, S: Marketing Managemnt: Global Perspective, Indian Context, Macmilan India, New Delhi.
7. Shanker, Ravi: Service Marketing, Excell Books, New Delhi
8. Subba Rao Changanti, Pharmaceutical Marketing in India (GIFT – Excel series) Excel Publications.

Date

Course Coordinator

Subject Committee Chairperson

Dept Name: Master of Business Administration
Semester-IV
DSC8: Healthcare and Hospital Marketing

| | |
|---|------------------------------|
| Course Title: Healthcare and Hospital Marketing | Course code: 21MBA4E8AL |
| 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. Students Will understand marketing strategy its value and implications in the healthcare and proposes the new strategies
2. Develop skills in Decision Making, Marketing Research, Customer Engagement and other aspects of healthcare.
3. This course leads to direct employment in various healthcare sectors.

DSC8: Healthcare and Hospital Marketing

| Unit | Description | Hours |
|-------------|--|--------------|
| 1 | Healthcare Marketing: Origin and Evolution of Marketing in Healthcare, Developments Encouraging to Healthcare Marketing, Reasons for Marketing Healthcare, Healthcare Developments, Nature of Healthcare Markets | 10 |
| 2 | Healthcare Consumers and Consumer Behaviour: Healthcare Consumer, Consumer of Healthcare Vs Consumer of Other Services, Variety of Healthcare Customers, Professional and Institutional Customers, Segmenting the Market for Healthcare Products, Consumer Behaviour, Consumer Decision Making Process | 12 |
| 3 | Healthcare Products and Service: Goods Versus Services, Consumer Goods Versus Industrial Goods, Level of Care, Various forms of services, Demand for Healthcare, factors influencing demand, predicting the Demand for Health Services, Measuring Health service Utilization | 10 |
| 4 | Marketing Healthcare and Hospital: Strategic Planning, Strategic Planning Process, Strategy and four P's, Branding Hospital as a Strategy, Promotional Strategies in Healthcare, Contemporary Marketing Techniques, Consumer Engagement in Hospitals, International Healthcare Marketing Strategies | 12 |
| 5 | Marketing Efforts: Managing and Evaluating the Marketing Process, Components of Marketing Department, Marketing Research in Healthcare, Steps in Marketing Research, Future of Healthcare Marketing, Trends Affecting the Future of Healthcare Marketing | 12 |

References:

1. Essentials of Healthcare Marketing by Eric N. Berkowitz, Jones & Barrett publishers, 2006
2. Marketing Health Services by Richard K. Thomas, Second Edition, AUPHA Publication, 2010
3. Services Marketing-People, technology and strategy by Christopher Lovelock, Jochen Wirtz and Jayanta Chatterjee, Pearson education 2006.
4. Strategic Marketing For Health Care Organizations: Building A Customer-Driven Health System Book by Joel I. Shalowitz, Philip Kotler, and Robert J. Stevens, 2000.

Date

Course Coordinator

Subject Committee Chairperson

Department of Studies in Business Administration
Semester-IV

DSE9: FOOD AND BEVERAGE MANAGEMENT

| | |
|--|-------------------------------|
| Course Title: FOOD AND BEVERAGE MANAGEMENT | Course code: 21MBA4E9L |
| 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 challenges associated with the Food and Beverage Industry.
2. Review aspects of management and planning in Food and Beverage operations.
3. Recognize the role and structure of Food and Beverage functions, along with its relationship with other departments within the hotel.
4. Discuss the industry's opportunities and future trends.

DSE9: FOOD AND BEVERAGE MANAGEMENT

| Unit | Description | Hours |
|-------------|---|--------------|
| 1 | Introducing food and beverage management: Introduction, Size and scope of food and beverage operations, Food and beverage management, managing the meal experience. The restaurant sector: Introduction, Full service restaurants and licensed retail, Hotel restaurants and private clubs, Fast food. | 10 |
| 2 | Food and beverage operations: Purchasing and storage Introduction, Purchasing, The purchasing procedure, Price and quality performance, The purchasing of foods, The purchasing of beverages, Receiving of food, Storing and issuing food, Stocktaking of food, Receiving of beverages, Storing and issuing of beverages. Production and service: Introduction, Food production methods, Beverage production methods, Food and beverage service methods. | 12 |
| 3 | Food and beverage control: Introduction, The objectives of food and beverage control, Special problems of food and beverage control, The fundamentals of control, The reality of control, Setting the budget and break-even analysis, Basic concepts, Methods of food control, Methods of beverage control, EPOS reporting, Food and beverage control checklists, Revenue control, Profit sensitivity analysis and menu engineering, Systems of revenue control, Computerized systems, Forecasting, Operating ratios. | 12 |
| 4 | Staffing issues: Introduction, Recruitment, Staff turnover, Staff training, legal framework, Staff scheduling, Supervision and communication | 10 |
| 5 | Food and beverage marketing: Marketing, Advertising, Public relations, Merchandising, Sales promotion, Personal selling and up selling. Managing quality in food and beverage operations: What is quality?, Why is quality important?, Managing quality in food and beverage operations, A systematic approach to quality management, Developing approaches to quality management, Examples of quality management in practice. | 12 |

References:

1. Bernard Davis, Andrew Lockwood, Ioannis Pantelidis, Peter Alcot, (2008) Food and Beverage Management, Butterworth-Heinemann
2. Andrews S, (2009), *Food & Beverage Service A Training Manual,(Second Edition)*, Tata McGraw-Hill Publishing Company Limited, New Delhi
3. Fuller, John, (1992), *Advanced Food Service*, Stanley Thornes Publishers Ltd., England
4. Kivela, Jaks, (1994), *Menu Planning for the Hospitality Industry*, Hospitality Press P Ltd., Melbourne.
5. Lilicrap, Dennis & Cousins, John, (1994), *Food and Beverage Service*, Common Wealth Publication, New Delhi
6. Magris, Marzia, (1995), *An Introduction to Food & Beverage Studies*, Hospitality Press P Ltd, Melbourne
7. Singaravelavan .R, (2011), *Food and Beverage Service*, Oxford University Press, Delhi

Date

Course Coordinator

Subject Committee Chairperson

Dept Name: Master of Business Administration
Semester-IV
DSC10: Hospitality and Tourism Marketing

| | |
|---|------------------------------|
| Course Title: Hospitality and Tourism Marketing | Course code: 21MBA4E10AL |
| 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. It helps to develop skills to understand and identify the scope of different hospitality and tourism services and its challenges.
2. It leads to direct employability in the form of setting up tourist agency, destination marketing etc.
3. It helps to gain skills to develop strategies to handle present and future challenges.

DSC10: Hospitality and Tourism Marketing

| Unit | Description | Hours |
|------|---|-------|
| 1 | Introduction to Marketing: Core Concept of Marketing, Need, Want and Demand, Product, Value, Satisfaction, Quality, Exchange and Transaction, Market and Marketing, Marketing philosophies-Service Characteristics of Tourism- The Service Marketing Triangle | 10 |
| 2 | Analysis and Selection of Market: Measuring and forecasting tourism Demand in Tourism and Hospitality-Fore casting Methods-Market Segmentation and Positioning-P's of service marketing and marketing mix applications | 10 |
| 3 | Developing Marketing Environment: Consumer Buying Behavior-Competitive Differentiation and Marketing Strategies-New Product Development- Incentive and Relationship Marketing-Issues Pertaining to Relationship Marketing-Strategies and Relevance for Current Trends in Market Place | 12 |
| 4 | Module 4: Planning Marketing Program: Product and product strategies-Product line-Product Mix-Branding in Tourism and Hospitality: -Meaning of brand, essentials of a good brand, benefits of brand, Types of brand. Meaning of branding, elements of branding. Case studies. and Packaging-Pricing Considerations-Approaches and Strategies-Distribution Channels and Strategies- Advertising and Sales Promotion, | 12 |
| 5 | Destination Marketing and Integrated Marketing Communications: Identifying Target Market-Classification of Visitor Segments-Monitoring the Tourist Market-Competition of Visitors involves image Making-Developing Package of attraction and Amenities-Marketing communication in hospitality and tourism, different communication platforms, and examining the fast-changing landscape in digital marketing. | 12 |

References:

1. Chaudhary, Manjula (2011). Tourism Marketing, Oxford University Press, New Delhi.
2. Bennett J. A., Strydom J.Wilhelm (2001). Introduction to Travel and Tourism Marketing, Juta Education, Lansdown.
3. Kotler P. (2012). Marketing Management, Pearson Education, New Delhi.
4. S M Jha-Service Marketing, Himalaya Publications, ISBN 13, 978 9350247365
5. Sinha, P.C : Tourism marketing, Anmol Publications Pvt. Ltd.
6. Singh Raghbir, Marketing and Consumer Behaviour.

Date

Course Coordinator

Subject Committee Chairperson

Dept Name: Department of Studies in Business Administration
Semester-IV
DSE 6: STRATEGIC HRM

| | |
|--------------------------------|----------------------------|
| Course Title: Strategic HRM | Course code: 21MBA4E6BL |
| Total Contact Hours: 56 | Course Credits: 04 |
| Formative Assessment Marks: 30 | Duration of ESA/Exam: 3hrs |
| Summative Assessment Marks: 70 | |

Course Outcomes (CO's):

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

1. Define SHRM and its role in the organization.
2. Analyze SHRP in attaining organization goals.
3. Explain the dynamics of Strategic Performance Management
4. Design and develop Strategic HRM at organization level
5. Explain and practice HRM, SHRM AND GHRM.

DSE 6: STRATEGIC HRM

| Unit | Description | Hours |
|------|--|-------|
| 1 | Introduction – meaning, definition, objectives, scope and advantages of strategic HRM; strategic HRM v/s traditional HRM; evolution of SHRM – globalization; approaches to SHRM – universalist and contingency approaches; strategic role of HR function; foundations of SHRM – Resource based view and Institutional Perspective; Strategic framework for HRM; matching HR Strategy with business strategies; HR Strategies – meaning, purpose, nature, types, developing, implementing and evaluating HR Strategies; HR Responsibilities and Roles; competitive challenges in SHRM. | 12 |
| 2 | Strategic HR Planning – temporary v/s permanent employees; internal v/s external recruiting; methods of recruiting – selection, interviewing and testing; strategic training and development – benefits, planning and strategising training; organizational development – strategic HRD – philosophy and elements; organizational and individual learning strategies; | 12 |
| 3 | Reward/Compensation Strategy – meaning, need, characteristics, basis, content, guiding principles and developing reward/compensation strategies; legal issues in compensation; executive compensation; SHRM and Talent Management, Employee Relations and Engagement – strategic dimensions of talent management, process, development and evaluating talent management strategy; employment relations – perspective, methods and legal regulation; implementing employee voice; employee engagement – meaning, outcomes and consequences of engagement; | 12 |

| | | |
|--|---|----|
| 4 | Strategic Performance Management – meaning, objectives, purpose, and process of performance management and performance appraisal; methods of performance appraisal – 360 degree, balanced scorecard; elements of effective performance appraisal system; Strategic Knowledge Management building knowledge management into strategy framework, knowledge sharing; Strategic approach to industrial relations, outsourcing & its HR implications. | 10 |
| 5 | Global human resource management: Difference between global HRM & domestic HRM; strategic HR issues in global assignments – expatriates selection & repatriation; building a multicultural organization- multinational organization, strategic choice, leadership & strategic issues in international assignment. | 10 |
| <p>References:</p> <ol style="list-style-type: none"> 1. Armstrong, Michael & Baron Angela, Handbook of Strategic HRM, Jaico Publishing House, New Delhi. 2. Mello, Jeffrey A, Strategic Human Resource Management, Cengage Publications, New Delhi. 3. Regis, Richard, Strategic Human Resource Management & Development, Excel Books, New Delhi 4. Charles Greer, Strategic Human Resource Management – A General Management Approach, Pearson Education, New Delhi. 5. Catherine Truss, David Mankin and Clare Kelliher, Strategic Human Resource Management, Oxford University Press, New Delhi. | | |

Date

Course Coordinator

Subject Committee Chairperson

Dept Name: Department of Studies in Business Administration
Semester-IV
DSE 7: CROSS CULTURAL MANAGEMENT

| | |
|---|-------------------------------|
| Course Title: Cross Cultural Management | Course code: 21MBA4E7BL |
| 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 culture and its role in the organization
2. Analyse the dynamics of cross culture
3. Design and develop training programs in foreign assignments
4. Evaluate the influence of cross culture on organization
5. Formulate strategies for cross culture organizations

DSE 7: CROSS CULTURAL MANAGEMENT

| Unit | Description | Hours |
|------|--|-------|
| 1 | Module:1 Introduction to Cross-Culture Management Meaning of culture; Significance of culture in organization; Why culture matters in business? Meaning of cross-culture; Functions of cross-cultural management; Evolution of culture to cross-culture; Emerging challenges in Cross-Cultural Management; Pros & Cons of Cross-Culture Management in the organization. | 12 |
| 2 | Module:2 Concept of Cross-Culture Management Elements of Culture; cultural shock; Types of cross-cultural behavior: power distance, uncertainty avoidance, individualism v/s collectivism, feminism v/s masculinity, orientation; Determinants of Cross-Culture; Characteristics of Cross-Culture; Scope of Cross-Cultural Management. | 12 |
| 3 | Module:3 Training and Development in Cross-Cultural Management Significance of training and development in Cross-Cultural Management; Who are Expatriates and Repatriate; Training approaches: contingency approaches, post arrival training; Training for expatriate family; Role of training and development for expatriates; Importance of communication in cross-cultural management. | 12 |
| 4 | Module: 4 Approaches and Dimensions of Cross-Cultural Management. Approaches to Cross-Cultural Management: Awareness, Understanding, Acceptance, Evaluation, Application; Greet Hofstede's Dimension. | 10 |
| 5 | Module :5 Global Challenges People Global Skills; Global Expatriation Skills; Global skill pyramid; Managing cross-cultural barriers; Cultural strategies of Cross-Cultural Organization. | 10 |

References:

1. Global talent management: An integrated approach, SonalMinocha& Dena Hristov Saga Publication India Pvt Ltd. 2019
2. Irina I. Pshenichnikova PhD from university of Indonesia.
3. HRM D Fishers, Lyle F Schoenfelolt, James D Show., 2008
4. IHRM Srinivas R Kondula, Sage publication pvt. Ltd., 2019
5. IHRM Anne-Wil Harzing, Ashly H Pinnington, Sage Publication India pvt. Ltd., 2018

Date

Course Coordinator

Subject Committee Chairperson

Dept Name: Department of Studies in Business Administration
Semester-IV
DSE 8: WORK LIFE BALANCE AND WELL-BEING

| | |
|--|------------------------------|
| Course Title: Work life Balance and Well-being | Course code: 21MBA4E8BL |
| 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 and explain the nature and significance of work life balance
2. Explain and evaluate the global aspects of WLB
3. Analyze the issues of WLB
4. Develop and practice principles of WLB
5. Explain and apply balancing self and workplace

DSE 8: WORK LIFE BALANCE AND WELL-BEING

| Unit | Description | Hours |
|------|---|-------|
| 1 | Module :1 Introduction to Work life Balance Concepts of work life balance; Evolution of worklife balance; Role of time management in work life balance. | 10 |
| 2 | Module :2 Global aspects of Work Life Balance Global Scenario of work life balance; Reasons for imbalance of worklife: Global economy, longer working hours, international business; Work life balance relation: company, society, employee; Solutions to overcome the problem of work life balance: On the job training, flexible work, time management. | 12 |
| 3 | Module :3 Issues of Work Life Balance Gender issues; impact of government policies; welfare activities; safety and security; work place violence; sexual harassment, alcoholism, drugs and abuse. | 10 |
| 4 | Module :4 Quality and Principles of Work life Balance Quality of work life; humanism of work and its principles; work life balance scale; Effectiveness of stress management; stress factors; dynamics of stress and relaxation; work place rules. | 12 |
| 5 | Module :5 Balancing Self and Workplace Steps in wellbeing: examine the situation; manage expectation, planning activities, take care of health, negotiation flex hours and part time hours; Wellness programs and initiatives; workplace climate and consultation. | 12 |

References:

1. People and self-management- Sally Palmer
2. Human relations and organization Behaviours- Nirmal Singh
3. Personal Human resource management- P Subba Rao. Himalaya publication 5/e 2014.
4. Human Resource Management – David A DeCenzo, Stephen P Robbins and Susan L Verhulst. 11/e

Date

Course Coordinator

Subject Committee Chairperson

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

DSE 9: PERSONAL GROWTH AND INTERPERSONAL EFFECTIVENESS

| | |
|---|-------------------------------|
| Course Title: Personal Growth and Interpersonal Effectiveness | Course code: 21MBA4E9BL |
| 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 personal growth and interpersonal effectiveness and their role in OD
2. Explain and examine the components of interpersonal behavior
3. Define and evaluate personality models
4. Design and develop competency enhancement programs
5. Formulate strategies for personal growth and interpersonal effectiveness

DSE 9: PERSONAL GROWTH AND INTERPERSONAL EFFECTIVENESS

| Unit | Description | Hours |
|------|---|-------|
| 1 | Module :1 Introduction to Personal Growth and Interpersonal Effectiveness Meaning of Personal Growth; Nature of personal growth; Significance of personal growth, Role and Effectiveness of personal growth in organization; Effectiveness of interpersonal behavior; Causes and effects of interpersonal behavior. | 12 |
| 2 | Module: 2 Elements of Intrapersonal Effectiveness Self-awareness; Self-Esteem; Ego states-Id; Ego and super Ego; Johari window; Understanding the unknown parts of personality: self-disclosure, self-feedback, self-reflection. | 10 |
| 3 | Module :3 Models of Personality Personality models: Type A and Type B behavior, The big 5 model, MBTI Model, Trait Theory: Allport's work and Cattell's work; Transactional analysis technique: parent ego state, adult ego state, child ego state. | 12 |
| 4 | Module :4 Competency in Personal Growth What is competency? Significance of competency in personality development; Contribution of competency in personal growth; Creativity process; creative tools: convergent and divergent thinking; Effectiveness of competency in personal growth. | 12 |

| | | |
|---|--|----|
| 5 | Module :5 Interpersonal Behavior Interpersonal behavior: Attitude, Belief, Values at workplace;Need and Importance of interpersonal relationship; Controlling interpersonal behavior; Conflict resolution and negotiation. | 10 |
| References: <ol style="list-style-type: none"> 1. Theories of personality, Calvin Shall, Wiley India private limited publications 4/e. 2. Understanding OB, Udai Pareek Oxford University 3. Organization behavior: Human behavior at work, John W Newstrom and Keith Davis, Tata Mc Grew hill publication 11/e, 2003 4. Competency mapping assessment and growth – Naik G P IIHRM 2010. 5. Human relation in organization, Robert N Lussier. Mc Grew hill education 6/e. | | |

Date

Course Coordinator

Subject Committee Chairperson

Dept Name: Department of Studies in Business Administration

Semester-IV

DSE 10: LEADERSHIP

| | |
|--------------------------------|-----------------------------|
| Course Title: Leadership | Course code: 21MBA4E10BL |
| 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 LEADERSHIP and its role in the organization.
2. Analyze LEADERSHIP ROLE in attaining organization goals.
3. Explain the dynamics of LEADERSHIP.
4. Know about Blue Ocean Strategy.

DSE 10: LEADERSHIP

| Unit | Description | Hours |
|-------------|---|--------------|
| 1 | Introduction to Leadership -Definition, the nature of Leadership, Manager vs Leaders, Traits of good leaders and followers, Effective leadership behaviors, level of conceptualization Participative Leadership and Empowerment: Participative Nature, Normative decisions framework, Delegation, Motivation and Empowerment, Consequences of empowerment, Facilitating conditions for empowerment | 12 |
| 2 | Transformational Leadership and Adaptive Leadership -Concepts of power and authority, Influence processes, Power types and sources, Power acquisition – Social exchange theory, Strategic contingency theory. Consequences of Position and Personal power, Influence tactics and its usage and effectiveness. Leader as change and Transformation agent: Leading change – coaching and mentoring. Transactional, transformational, level five leaders and servant leadership. Charismatic Leadership, Early contingency theories of effective leadership: Contingency approaches - Fiedler's contingency model, Hersey and Blanchard's theory, Path goal theory and Blake and Mouton managerial grid. | 12 |
| 3 | Leadership in Teams and strategic Leadership in Organization - Nature of teams and determinants of team performance. Leadership in teams, procedures for facilitating team learning, Leadership training programs, Ethical leadership, gender and leadership, leadership in different cultures, managing diversity, Women Leadership. | 12 |

| | | |
|--|---|----|
| 4 | Blue Ocean Strategy Basics Red Ocean Strategy vs. Blue Ocean Strategy, Blue Ocean Strategy: Aligning Value, Profit and People in Pursuit of Differentiation and Low Cost | 10 |
| 5 | Blue Ocean Shift Red Ocean Traps and How to avoid them Overview of the Blue Ocean Shift Process, Pioneer-Migrator-Settler Map, Buyer Utility Map, Blue Ocean Leadership, A National Blue Ocean Shift in Action | 10 |
| <p>References:</p> <ol style="list-style-type: none"> 1. Kim, WC. Mauborgne, R. (2017) Blue Ocean Shift Beyond Competing: Proven Steps to Inspire Confidence and Seize New Growth. New York: Hachette Books. 2. Daft, R L (2012). Leadership. Cengage Learning. | | |

Date

Course Coordinator

Subject Committee Chairperson

Dept Name: Department of Studies in Business Administration

Semester-IV

DSE6: SECURITY ANALYSIS AND APPLIED VALUE INVESTING

| | |
|---|-------------------------|
| Course Title: SECURITY ANALYSIS AND APPLIED VALUE INVESTING | Course code: 21MBA4E6CL |
| Total Contact Hours: 56 | Course Credits: 04 |
| Formative Assessment Marks: 30 | Duration of ESA/Exam: |
| Summative Assessment Marks: 70 | |

Course Outcomes (CO's):

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

1. To enable the students to identify and analyse various avenues of investment.
2. To provide the students with an understanding of process of investments, fundamental analysis, technical analysis and efficient market theories and various inter-linkages that influence the securities market.
3. To combine the methods and identify value investments.

DSE6: SECURITY ANALYSIS AND APPLIED VALUE INVESTING

| Unit | Description | Hours |
|-------------|---|--------------|
| 1 | Securities Market: Introduction, types of securities, primary market and secondary market. Introduction to stock exchange and functioning of stock exchange. Trading and Settlement Procedures. Leading Stock Exchanges in India. Stock Market Indicators - Types of stock market Indices, Indices of Indian Stock Exchanges. | 10 |
| 2 | Applied Value Investments: Introduction to fundamentals of value investing. The process of value investing. Investment: Definition, Attributes, Economic vs Financial Investment, Investment and speculation, Features of a good investment, Investment Process, Investment constraints and goals, Security & non-security forms of investment. Understanding Graham and Dodd investing principles and its application. Behavioural obstacles to value investing. Concept of risk and return: Types of Risk - Systematic risk, Unsystematic risk and its components, Calculation of Risk and returns. | 12 |
| 3 | Fundamental Analysis and value investing: Economy Analysis: Macro-Economic factors affecting the industry – economic forecasting and stock investment decision. Industry Analysis: Key characteristics in Industry Analysis, Industry life cycle analysis, Structural analysis using Michael E Porter framework, SWOT Analysis Company analysis: Key characteristics in Company Analysis, Financial Statement Analysis, Ratio Analysis, the Impact – present situation prospects and management evaluation. | 12 |

| | | |
|---|--|----|
| 4 | <p>Fundamentals of Valuation: Valuation of Equity – Nature of equity instruments, various models for calculation of intrinsic value – Equity Valuation Models, Understanding price earnings ratio. Valuation of Debentures/Bonds: Nature of bonds – Bond return, Prices and their movements, valuation, Bond theorem, Term structure of interest rates, Duration, Bond Management Strategies – Active, semi-active and passive strategy, Immunization, duration, convexity. Special kinds of fixed income securities.</p> | 12 |
| 5 | <p>Technical Analysis and Efficient Market Hypothesis: Concept, Theories- Dow Theory and Eliot wave theory. Various kinds of Charts - Trend and Trend Reversal Patterns. Mathematical Indicators – Moving averages, ROC, RSI, and Market Indicators, Concept of depth, breadth and resilience of the market. Efficient Market Hypothesis: Random walk and Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency</p> | 10 |
| <p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. Avadhani V (2010), Security Analysis & Portfolio Management, Himalaya Publishing House. 2. Bhalla V. K (2011), Investment Management, S.Chand. 3. Preethi Singh (2010), Investment Management, Himalaya Publishing House. | | |

Date

Course Coordinator

Subject Committee Chairperson

Dept Name: Department of Studies in Business Administration

Semester-IV

DSE7: MODERN PORTFOLIO MANAGEMENT

| | |
|---|-------------------------|
| Course Title: MODERN PORTFOLIO MANAGEMENT | Course code: 21MBA4E7CL |
| Total Contact Hours: 56 | Course Credits: 04 |
| Formative Assessment Marks: 30 | Duration of ESA/Exam: |
| Summative Assessment Marks: 70 | |

Course Outcomes (CO's):

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

1. To provide the students with the in-depth knowledge of the theory and practice of modern portfolio management.
2. To equip students with the modern theories of portfolio management.

DSE7: MODERN PORTFOLIO MANAGEMENT

| Unit | Description | Hours |
|-------------|---|--------------|
| 1 | Introduction to Modern Portfolio Management: Modern Portfolio - Concept, Assumptions of modern portfolio theory. Diversification - Investment objectives, Risk Assessment, Selection of asset mix, Risk, Return and benefits from diversification. Criticism of modern portfolio theories. Portfolio optimization – simple marketing portfolio optimization model – utility, indifference curve and risk penalty. Strategies of Warren Buffet and Peter Lynch, The investment Gurus. | 12 |
| 2 | Modern Portfolio Theories: Importance of modern portfolio theories for risk management. An optimal portfolio selection using Markowitz risk return diversification model – generating efficient frontier shapes, Single Index Model, Capital market theorem, Capital Asset pricing model: Basic Assumptions, CAPM Equation, Security Market line, Extension of Capital Asset pricing Model - Capital market line, SML VS CML. Arbitrage Pricing Theory: Arbitrage, Equation, Assumption, Equilibrium, APT and CAPM. | 12 |
| 3 | Portfolio Risk and Return: The concept of covariance, computation of expected returns of a portfolio, calculation of Portfolio Risk and Return. Calculation of risk and return of Portfolios with 2 assets and with more than 2 assets. | 10 |
| 4 | Portfolio Rebalancing, Upgradation and revision: Investment timing and formula plans – constant dollar, constant rates, variable ratio plans. Portfolio Management Strategies: Active and Passive Portfolio Management strategy. | 8 |

| | | |
|---|--|----|
| 5 | <p>Portfolio Performance Measurement: Methods of calculating rate of return -Sharpe's measure, Treynor's measure, Jenson's measure, Eugene Fama's model of decomposition. Portfolio returns – buying the index approach –market timing issues in risk adjusted performance measure – managed portfolio and mutual fund – mutual fund performance measures and practice. SEBI guidelines on portfolio management.</p> | 12 |
| <p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. Reilly & Brown, Analysis of Investments & Management, Cengage, 10e/2017 2. ZviBodie, Kane, Marcus & Mohanty, Investments, 8/e, TMH, 2010. 3. Edwin J. Elton, Martin J. Gruber, Stephen J. Brown, William N. Goetzmann, Modern Portfolio Theory and Investment Analysis, John Wiley & Sons, 2009. 4. Dongcheol Kim & Jack Clark Francis Modern Portfolio Theory: Foundations, Analysis, and New Developments, Wiley Finance, 2013 | | |

Date

Course Coordinator

Subject Committee Chairperson

Dept Name: Department of Studies in Business Administration**Semester-IV****DSE8: INTERNATIONAL FINANCIAL MANAGEMENT**

| | |
|--|-------------------------|
| Course Title: INTERNATIONAL FINANCIAL MANAGEMENT | Course code: 21MBA4E8CL |
| Total Contact Hours: 56 | Course Credits: 04 |
| Formative Assessment Marks: 30 | Duration of ESA/Exam: |
| Summative Assessment Marks: 70 | |

Course Outcomes (CO's):**At the end of the course, students will be able to:**

To provide an understanding the international financial environment and to explain the foreign exchange rate determination, including the foreign exchange and derivatives markets

DSE8: INTERNATIONAL FINANCIAL MANAGEMENT

| Unit | Description | Hours |
|-------------|---|--------------|
| 1 | Multinational Financial Management: Meaning and objectives, MNC and TNC, the scope of international finance, global financial manager-functions of International financial management- International business methods, international financial management and domestic financial management. | 12 |
| 2 | The International Financial Environment- International Monetary System. International Financial institutions- The world Bank, ADB and BIS. International Monetary Fund. FDI- the Indian Perspective. Balance of Payments. | 10 |
| 3 | The Foreign Exchange market: Introduction, Evolution of foreign exchange market, functions of foreign exchange market, the foreign exchange rates, arbitrage, cross rates of exchange, spot market and the forward market, Bid price, Ask price and spread in foreign exchange quotation. | 12 |
| 4 | Management of Foreign Exchange Risk: Introduction to exchange risk, , tools and techniques of foreign exchange. Types of exposure: Translation exposure, Transaction exposure and Economic exposure. | 10 |
| 5 | Measurement of Exposure: Management of Translation exposure- methods of translation exposure, FASB 8 and FASB 52, functional currency, calculation of the translation loss or gain under the four translation methods. Measurement of transaction exposure. Measurement of economic exposure: foreign currency hedging strategies | 12 |

REFERENCES BOOKS:

1. Buckley, Adrian – Multinational Finance, New York, Prentice Hall Inc.m 1996
2. Kim, Suk and Kim, Seung – Global Corporate Finance: Text and Cases, 2nd ed. Miami Florida, Kolb, 1993

3. Shapiro, Alan.C – Multinational Financial Management, New Delhi, Prentice Hall of India, 1995
4. International Financial Management by P.G.Apte, Mc Graw Hill.

Date

Course Coordinator

Subject Committee Chairperson

Semester-IV

DSE9: FIXED INCOME SECURITIES, STRUCTURED FINANCE AND ALTERNATIVE INVESTMENT

| | |
|--|-------------------------|
| Course Title: Fixed Income Securities, Structured Finance And Alternative Investment | Course code: 21MBA4E9CL |
| Total Contact Hours: 56 | Course Credits: 04 |
| Formative Assessment Marks: 30 | Duration of ESA/Exam: |
| Summative Assessment Marks: 70 | |

Course Outcomes (CO's):

Lectures, Practical problems, Case study discussions and Seminars.

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

The objective of this course is to give the participants an in – depth knowledge of the investment in fixed income generating securities.

DSE9: FIXED INCOME SECURITIES, STRUCTURED FINANCE AND ALTERNATIVE INVESTMENT

| Unit | Description | Hours |
|--------------------------|---|--------------|
| 1 | Forward Rate Analysis and Yield curves: Definition of fixed income investments, Definition of alternative investments, Features of bonds, Coupon payment structures, Inflation indexed bonds, Bonds with embedded options, Convertible bonds | 12 |
| 2 | Framework for Analysing Bonds: Cash flows for typical bond structures; time value of money; annuities; bond yields, yield curve analysis - coupon yield curve and the spot curve, interpretations of the yield curve, pricing bonds using the yield curve; using horizon analysis to evaluate bond strategies; analysis of bonds with embedded options; asset and mortgage backed security analysis | 12 |
| 3 | Risk Analysis for Bonds: Sources of risk - credit risk; interest rate risks; reinvestment risks; liquidity; calls on bonds; analysis of corporate bond risk; Structured finance: Financing with Asset backed securities. | 10 |
| 4 | Fixed Income Strategies: Passive fixed income strategies; active fixed income strategies; common strategies - buy and hold, bullets and barbells, butterflies, ladders, immunization, hedging. | 10 |
| 5 | Fixed Income Fund Management Practice: Constructing a fixed income portfolio, importance of asset allocation, funding liabilities, asset liability management (ALM), balanced fund approach. | 12 |
| REFERENCES BOOKS: | | |

1. Credit Derivatives, by M. Ansen, F. Fabozzi, M. Choudhry, and R.-R. Chen, Wiley.
2. Alternative Investments: A Primer for Investment Professionals by Donald R. Chambers, Keith H. Black, Nelson J. Lacey, CFA Research Foundation.
3. Fixed Income Securities: Valuation, Risk, and Risk Management **by Pietro Veronesi**

Date

Course Coordinator

Subject Committee Chairperson

Dept Name: Department of Studies in Business Administration**Semester-IV****DSE10: ADVANCED CAPITAL STRUCTURE DECISIONS**

| | |
|--|--------------------------|
| Course Title: ADVANCED CAPITAL STRUCTURE DECISIONS | Course code: 21MBA4E10CL |
| Total Contact Hours: 56 | Course Credits: 04 |
| Formative Assessment Marks: 30 | Duration of ESA/Exam: |
| Summative Assessment Marks: 70 | |

Course Outcomes (CO's):**At the end of the course, students will be able to:**

- To acquaint the students with the concepts of capital structure and give them the practical exposure in capital structure choice, evaluating speed of adjustment towards target capital structure in maximising value with capital structure.

DSE10: ADVANCED CAPITAL STRUCTURE DECISION

| Unit | Description | Hours |
|------|---|-------|
| 1 | Capital structure choice: Introduction, capital structure theories- Trade-off theory, Pecking order theory, Signaling theory, Marketing timing theory, theory. The trade off between tax advantage and bankruptcy cost, Capital structure puzzle. | 12 |
| 2 | Time Dimension of Capital Structure: Source of funds, cost of funds, cost of loan funds or bonds, maximising value with capital structure, valuations, and variations in cost of capital. | 10 |
| 3 | Factors affecting capital structure decisions: Introduction, various capital structure determinants, Empirical evidence from inter and intra industry. | 10 |
| 4 | Capital Structure and Firm Risk: Introduction, Financial Leverage and the Real Operations of the Firm: The Theory, Financial Leverage and the Real Operations of the Firm: The Evidence, Financial Leverage and Stock Returns | 12 |
| 5 | Financial distress and bankruptcy: Introduction, predicting distress, expected cost of distress, external source of financial distress and resolution of distress. | 12 |

REFERENCES BOOKS:

1. Hampton, Jojn: Financial Decision Making, Prentice Hall, Delhi.
2. Pandey, I.M: Financial Management, Vikas Publishing House, Delhi.
3. Van home, J.C. and J.M Wachowicz Jr.: Fundamentals of Financial Management, Prentice Hall, Delhi.
4. Van Home, James C: Financial Management and Policy, Prentice Hall, Delhi.

| |
|--|
| |
|--|

Date

Course Coordinator

Subject Committee Chairperson

Dept Name: Department of Studies in Business Administration

Semester-IV

DSE6: ACTUARIAL PRACTICES AND PRACTICES

| | |
|---|-------------------------------|
| Course Title: Actuarial Practices and Practices | Course code: 21MBA4E6DL |
| 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. Demonstrate strategic concepts of actuarial practice expanding to fill the developing role in the management
2. Identify the risks faced both by individuals and groups who might effect financial

- products and also by the providers of such products
3. Explain the principles and techniques used to manage risk in an actuarial context
 4. Analyze the issues and formulate, justify, and present plausible solutions to business problems.

DSE6: ACTUARIAL PRACTICES AND PRACTICES

| Unit | Description | Hours |
|--|---|-------|
| 1 | Definition and Nature of Insurance: Functions -Evolution-Kinds of Insurance Organisation- Role and Importance – Scope of Insurance business- Insurance Contract- Insurance Documents- Classification of Insurance. Reinsurance: Concepts-Characteristics-Types. Double Insurance - Difference between Reinsurance and Double Insurance. Over Insurance. | 12 |
| 2 | Insurance Professionals and Intermediaries: Various intermediaries Insurance Repositories and electronic Issuance of Insurance policies- Actuary- Definition- Appointment of an Actuary- Functions of an Actuary- Duties of an Actuary- Functions of an Actuary in General Insurance business-Scope of an Actuary. | 10 |
| 3 | Actuarial principles: Premium income and outgo investments - reserves - Surplus - profit - valuation of surplus. Theory of rating - actuarial principles - mortality tables - physical and Moral hazard - risk appraisal - risk selection - under writing – reinsurance-- concepts and methods. | 10 |
| 4 | The Insurance Contract: Terms of an insurance contract – principles which form the foundation of insurance – significance of the principle of insurable interest – the principle of indemnity – the principle of subrogation – the principle of contribution – disclosure of all relevant information – principle of utmost good faith – the relevance of proximate cause – the insurance contract. | 12 |
| 5 | Underwriting: Concepts- Underwriting standards. Premium: Concepts-Types of Premium Factors considered in the calculation of premium- Calculation of Insurance Premium. Premium payment: lapse and Renewal. Bonus; Mortality table; Policy claims; Survival Benefits; Death claims – Claim concessions. | 12 |
| References: | | |
| <ol style="list-style-type: none"> 1. M.N.Mishra and Dr.S.B.Mishra, Insurance Principles And Practice, S.Chand and Company Ltd 2011. 2. Alka Mittal , S.L.Gupta,S. Principles of Insurance and Risk Management S. Chand & Sons 2010 3. Practice of Life insurance (IC 02) Insurance Institute of India 2011 4. Dr.P.Periasamy Principles And Practice Of Insurance Himalaya Publishing House 2015 5. Insurance Planning Models:Price Competition and Regulation of Financial Stability: Advances in Statistics, Probability and Actuarial Science by Vsevolod K Malinovski 6. Arthur C. and C. William Jr., —Risk Management and Insurance, Tata Mcgraw Hill; 2001 7. Principles of Insurance- Insurance Institute of India; 2003 8. Angelo Kinicki, Management, 2nd edition, Tata McGraw Hill publishing company Ltd, New Delhi, 2006. | | |

Date

Course Coordinator

Subject Committee Chairperson

DSE7: RETAIL BANKING, RURAL BANKING AND MICRO FINANCE

| | |
|---|-------------------------------|
| Course Title: Retail Banking, Rural Banking and Micro Finance | Course code: 21MBA4E7DL |
| 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 current scenario of agricultural banking.
2. Create awareness about operational aspects of micro finance and rural banking.
3. Obtain awareness of financing economically backward classes through self help groups and micro credit.
4. Acquaint the website that is used to fulfill the microloans and its corresponding application process, with emphasis in public profile creativity

DSE7: RETAIL BANKING, RURAL BANKING AND MICRO FINANCE

| Unit | Description | Hou rs |
|-------------|--|-------------------|
| 1 | Introduction to Retail Banking: Concept, Main Subsets, Consumer Banking- Change in Bankers' Perception about Retail Banking and Acceptance of Retail Banking As Risk Diversification Tool-Differences Between Retail Banking, Private Banking & Priority Banking. | 10 |
| 2 | Retail Products and Channels: Opening of Various types of Bank accounts. All Channels Traditional Banking vs. Branch Banking, Technology Based Channels-ATM-Tele Banking-Internet Banking-Kiosk Banking, Advantages & Disadvantages-Types of Retail Banking Products & Services-Savings Plastic Money Products | 12 |
| 3 | Recent Trends in Retail Banking: Alternate delivery channels – Customer Relationship management vs. Customer Interaction management (CIM)- Technology as a differentiator- International Trends and Tools. Regulatory Aspects-Microfinance- Urban Retail Products | 12 |
| 4 | Rural Informatics: Information Systems (IS) Applications – Geographical Information Systems (GIS) Applications – Networking Applications – Multi-media Applications – NIC's Role – E-governance for Rural Masses – Basic Statistical Returns. | 12 |
| 5 | Development of Microfinance Products: Types of Products – Savings, Objectives – Micro insurance, Regulation of Micro insurance; Insurer-MFI Partnership Model – Securitization, Need for Securitization in India | 10 |

References:

1. The Art Of Better Retail Banking Croxford, Hugh et al. John Wiley and sons Inc - 2005
2. Rural Development in India Desai, Vasant. Himalaya Publishing House - 2005
3. A challenge in the crisis Functional and Subrahmanyam, K. Siva / Choudhury, R.C.
4. Financial Devolution on Panchayats in India NIRD
5. Impact of Liberalisation & Globalisation on Edited by A.V.S.Reddy and B.K.Thapliyal,

- | |
|--|
| 6. Achieving Excellence in Retail Banking Leichtfuss, Reinhold. John Wiley & Sons – 2003 |
| 7. Rural Banking ICFAI University |
| 8. Rural Livelihoods NIRD - 2003 Microfinance ICFAI |

Date

Course Coordinator

Subject Committee Chairperson

Dept Name: Department of Studies in Business Administration

Semester-IV

DSE8: LIFE, HEALTH AND GENERAL INSURANCE

| | |
|--|-------------------------------|
| Course Title: Life, Health and General insurance | Course code: 21MBA4E8DL |
| 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 of insurance and its types
2. Know the types and riders in health insurance contracts
3. Acquaint with the functioning of life Insurance in risk management.
4. Understand general insurance contract

DSE8: LIFE, HEALTH AND GENERAL INSURANCE

| Unit | Description | Hours |
|---|--|--------------|
| 1 | Fundamentals of Insurance: Meaning, definition of insurance; characteristics of insurance, essential features of insurable risk, types and classification of insurance, insurance vs gambling, hedging, speculation, benefits of insurance, individual vs group insurance, Role of insurance in economic growth. | 12 |
| 2 | General Insurance: Introduction to general insurance, Basic principles of general insurance contracts, classification of general insurance, general insurance rate making process and general insurance claims. | 10 |
| 3 | Health Insurance: Introduction to health insurance, importance of health insurance, health insurance policies in India, IRDAI's health insurance regulations, IRDAI Protection of health insurance Policyholder's, health insurance products. | 10 |
| 4 | Life Insurance: Introduction to life insurance, Fundamental Legal Principles of Life Insurance, life insurance products and characteristics – Term insurance, endowment, whole life, universal life, other flexible policies, benefits and riders. | 12 |
| 5 | Legal aspects, regulations of Insurance and Reinsurance: Characteristics of an enforceable contract, fundamental legal principles of life insurance, Laws governing general insurance business in India. Concept of reinsurance, types of reinsurance. | 12 |
| References: <ol style="list-style-type: none">1. P. Periasamy, Principles and Practice of Insurance Himalaya Publishing House 2/e, 20092. George E Rejda, Principles of Risk Management and Insurance, Pearson 12/e, 20093. P.K. Gupta, Insurance and Risk Management Himalaya 1/e, 20104. Dorfman, Mark S, Introduction to Risk Management and Insurance, Prentice Hall India 10/e, 20085. Scott E. Harrington, Gregory R Niehaus, Risk Management and Insurance, TMH 2/e, 2007 | | |

Date

Course Coordinator

Subject Committee Chairperson

Dept Name: Department of Studies in Business Administration

Semester-IV

**DSE9: INTERNATIONAL BANKING AND ISLAMIC
BANKING**

| | |
|---|-------------------------------|
| Course Title: International Banking and Islamic Banking | Course code: 21MBA4E9DL |
| 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. Differentiate between international banking, Islamic banking and conventional banking
2. Identify the different Islamic instruments and underlying principles
3. Determine exchange rates in Forex markets.

**DSE9: INTERNATIONAL BANKING AND ISLAMIC
BANKING**

| Unit | Description | Hours |
|-------------|--|--------------|
| 1 | International Banking: Meaning, Historical perspective on international banking, international vs foreign banking, role of international banking in economic development, modes of international banking, financing of exports and imports, international payment systems. | 12 |
| 2 | Forex Markets: Meaning, Definition of Forex, factors determining exchange rates, exchange rate mechanism, different types of risks in forex operations, determination of exchange rates - theories of determination of foreign exchange rates. Problems of foreign exchange market in India. | 10 |
| 3 | Correspondent Banking: Introduction to correspondent banking, Nostro account, Vostro account, Loro account, Mirror account, Electronic modes of transmission and payment gateways – swift, chip, fedwire, chaps, target, RTGS, NEFT in India | 10 |

| | | |
|--|---|----|
| 4 | Islamic Banking: Introduction to Islamic banking, history, Islamic vs conventional banking, risk management in Islamic banking, types of Islamic financial instruments, Sharia board, Sharia investment principles, Islamic Index | 12 |
| 5 | Regulation of international banking: Role of RBI, Role of Exim Bank, Role and rules of FEDAI, Role of FEMA and its rules | 12 |
| References: | | |
| <ol style="list-style-type: none"> 1. Mukund Sharma, Banking and Financial Services, Himalaya Publishing House, 2015 2. Raheem A Abdul, Islamic Banking, New Century Publications 3. Thamarasseri Ismail, Islamic Banking and Finance, Discovery Publishing Pvt.Ltd 4. Abdul Raheem, Islamic Banking: Principles, Practices and Performance: Principles, Practices & Performance, Ingram, 2013 | | |

Date

Course Coordinator

Subject Committee Chairperson

Dept Name: Department of Studies in Business Administration

Semester-IV

DSE10: TREASURY AND FOREX MANAGEMENT

| | |
|---|-------------------------------|
| Course Title: Treasury and Forex Management | Course code: 21MBA4E10DL |
| 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 treasury management process from inception to end.
2. Examine the steps in the competitive bid process.
3. Differentiate between law and policy in regard to treasury management.
4. Recognize the components of a strong investment policy

DSE10: TREASURY AND FOREX MANAGEMENT

| Unit | Description | Hours |
|---|---|-------|
| 1 | Introduction to Treasury Management: Overview of Corporate Treasury Management, need and benefits, functions and Treasury exposures. Organisation structure of treasury. | 12 |
| 2 | Treasury Products: Treasury products for foreign exchange (forex) markets and forex derivatives. Commodity market instruments. | 10 |
| 3 | Liquidity Planning and Managing Cash Assets: Introduction of treasury management – liquidity –planning and control of liquidity cash management systems (both domestic and international), role of working capital management in liquidity. | 10 |
| 4 | RBI and the Foreign Exchange Market: Crucial role of Reserve Bank of India (RBI) in forex management. Development of forex market in India is delineated, capital account convertibility, and Foreign Exchange Management Act (FEMA) | 12 |
| 5 | Treasury Risk: Interest rate risk, traditional and modern theories of interest rate, management strategies and the role of financial intermediaries. | 12 |
| References: | | |
| <ol style="list-style-type: none"> 1. Treasury Risk Management: Analysing Market Risk Dimension by S.K. Bagchi, JAICO 2. Treasury Finance and Development Banking: A Guide to Credit, Debt, and Risk (Wiley Finance) by Biagio Mazzi 3. Treasury Management: The Practitioner's Guide by Steven M. Bragg 4. Treasury Markets and Operations by Hong Kong Institute of Bankers (HKIB) 5. Treasury, Investment and Risk Management by Indian Institute of Banking & Finance. 6. Treasury Management by IIBF (Indian Institute of Banking and Finance) | | |

Date

Course Coordinator

Subject Committee Chairperson

Department of Studies in Business Administration

Semester-IV

GEC2: TEAM BUILDING AND PROBLEM SOLVING

| | |
|---|-------------------------------|
| Course Title: TEAM BUILDING AND PROBLEM SOLVING | Course code: 21MBA4G2AL |
| Total Contact Hours: 30 | Course Credits: 02 |
| Formative Assessment Marks: 20 | Duration of ESA/Exam: 2 Hours |
| Summative Assessment Marks: 30 | |

Course Outcomes (CO's):

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

1. Recognize the different team development stages and behaviour
2. Master techniques to manage teams at each stage of development
3. Develop a range of great team building activities
4. Gain strategies & techniques to ensure effective & productive team meetings
5. Develop great team & facilitation skills.

GEC2: TEAM BUILDING AND PROBLEM SOLVING

| Unit | Description | Hours |
|--|---|--------------|
| 1 | Module :1 Introduction of team building; meaning and definition; nature of team building; types of teams: Inquiring Rationals, Authentic Idealists, Organized Guardians, Resourceful Artisans, The Trust/Relationship Model; types of teams; Tuckman's Fivestages of team development Forming, Storming, Norming, Performing, Adjourning, Forming an Effective Team. | 5 |
| 2 | Module :2 Virtual team meeting- Scheduling, Objective and Agenda, Solicit Additional Topics in Advance, Status Report; right tool for virtual team building- Communication Software, Collaboration and Sharing Tools, Project Management Software, Use What Works for You and Your Team. | 5 |
| 3 | Module :3 Team performance-Creative Thinking: Brainstorming, Brainwriting, Mindmapping, Six Thinking Hats; Solving Problems, Problem Identification, Decision Making, Planning & Organizing; Workshop Review; Team Action Plans. | 5 |
| 4 | Module :4 Introduction; define problem; problem solving process- framing problems, identifying objectives, identifying problem causes; generating alternatives- legal policy. | 7 |
| 5 | Module :5 Barriers to problem solving- cognitive constraints, social constraints, practical constraints, personal constraints; | 8 |
| References: | | |
| 1. Problem solving, decision making and professional judgement, Paul Brest and Linda Hamilton Krieger, oxford university 2010. | | |
| Web Links: | | |

- | |
|--|
| 2. http://pdtraining.com.au/courses/team-leadership-training-courses 3. https://bookingsaus.professionaldevelopmenttraining.com/inhouseex1/quoterequestex1a.aspx 4. https://bookingsaus.professionaldevelopmenttraining.com/publicclassbooking.aspx?courseid=27 |
|--|

Date

Course Coordinator

Subject Committee Chairperson

**Department of Studies in Business Administration
Semester-IV**

GEC2: STRESS MANAGEMENT

| | |
|---------------------------------|-------------------------------|
| Course Title: STRESS MANAGEMENT | Course code: 21MBA4G2BL |
| Total Contact Hours: 30 | Course Credits: 02 |
| Formative Assessment Marks: 20 | Duration of ESA/Exam: 2 Hours |
| Summative Assessment Marks: 30 | |

Course Outcomes (CO's):

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

1. Recognize stress and how to manage.
2. Learn to use techniques to reduce stress at work.
3. Understand importance of physical education.

GEC2: STRESS MANAGEMENT

| Unit | Description | Hours |
|------|-------------|-------|
|------|-------------|-------|

| | | |
|---|--|---|
| 1 | Module :1 Introduction to stress: Meaning, Definition, Distress; nature of stress management; sources of stress- Psychological, Social, Environmental ,Academic, Family and Work stress | 5 |
| 2 | Module :2 Physical education; benefits of physical education; lifestyle factors that contribute to better health; tools to manage stress; nurturing environment. | 7 |
| 3 | Module :3 Types of stress: Acute stress, Episodic Acute stress and chronic stress, signs and Symptoms; impact of stress- Physiological Impact of stress, Psychological Impact of stress ,Social Impact of stress. | 5 |
| 4 | Module :4 Stress Response - 'Fight or Flight' Response, Stress warning signals; Stress and Coping- Coping Mechanisms: Appraisal focused, Emotional focused and Problem focused. | 5 |
| 5 | Module :5 Stress Reduction Techniques- Autogenic Training 2. Biofeedback 3. Relaxation 4. Yoga and Meditation. | 8 |
| References: 1. Stress Management for Healthy Living, unit 2, USC Dornsife physical education program. | | |

Date _____ Course Coordinator _____ Subject Committee Chairperson _____
Department of Studies in Business Administration

Semester-IV

GEC2: CHANGE MANAGEMENT

| | |
|---------------------------------|-------------------------------|
| Course Title: CHANGE MANAGEMENT | Course code: 21MBA4G2CL |
| Total Contact Hours: 30 | Course Credits: 02 |
| Formative Assessment Marks: 20 | Duration of ESA/Exam: 2 Hours |
| Summative Assessment Marks: 30 | |

Course Outcomes (CO's):

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

1. Understand environmental pressures propelling organizations towards change
2. Understand how successful communication processes will vary depending on the stage and type of organizational change.
3. Identify and outline different images of managing and of change outcomes
4. Identify a range of common changes that confront organizations such as downsizing, introducing new technologies, and mergers and acquisitions.
5. Recognize the strengths and weaknesses of various approaches to the management of resistance to change.
- 6.

GEC2: CHANGE MANAGEMENT

| Unit | Description | Hours |
|------|-------------|-------|
|------|-------------|-------|

| | | |
|---|--|---|
| 1 | Module :1 Introduction to Change Management; Meaning of change management; objectives of change management; Drivers for Change; The key concepts associated with Change Management. | 5 |
| 2 | Module :2 Pre-requisites to change; Resistance to change; Change failure; Diagnosing type of change- how to rethink your business during uncertainties, Change through Persuasion. | 5 |
| 3 | Module :3 Leading Planned and Emergent Change- Build Ambidexterity into Your Organization, Adaptability: The New Competitive Advantage, Developing Versatile Leadership; The Role of Mindfulness in Leading Change. | 5 |
| 4 | Module :4 Learning Model- Class Session, Group Discussions, Simulations exercises, Case studies and Problem-Solving Exercises, Individual assignments, Templates and tools. | 7 |
| 5 | Module :5 Strategies and skills of change management; Types of change; Dimensions of change; Communicating and implementing change- The change transition, Communicating the change, Clear communication. | 8 |
| References: 1. Boyce, Barry (ed.). The Mindfulness Revolution. 2011. 2. Beer,M.and N. Nohria.2000.BreakingtheCodeofChange. Harvard Business School Press. Cambridge, MA. | | |

Date

Course Coordinator

Subject Committee Chairperson

