

GOA UNIVERSITY
Taleigao Plateau, Goa 403 206

REVISED MINUTES

of the 4th Meeting of the

X ACADEMIC COUNCIL

Day & Date

27th & 28th May 2021

Time

10.30 a.m.

Venue

Online via Google Meet

D 3.9	<p>Minutes of Board of Studies in Geography Meeting held on 22.04.2021.</p> <p>The Academic Council did not approve the Minutes of Board of Studies in Geography Meeting held on 22.04.2021. It was decided to refer the minutes back to the Board of Studies. The Chairperson was requested to invite Professor H.B. Menon, Dean, School of Earth, Ocean & Atmospheric Sciences, Goa University for the meeting of the Board of Studies.</p> <p style="text-align: center;">(Action: Assistant Registrar Academic -PG)</p>
D 3.10	<p>Minutes of the BOS in Financial Services Meeting held on 15th May 2021 at 11.00am in Online mode via Google Meet.</p> <p>After deliberation, the Academic Council approved the Minutes of the BOS in Financial Services Meeting held on 15th May 2021 Online mode via Google Meet with the following observations:</p> <ol style="list-style-type: none"> 1. Course FSO316 "Tax Planning for Investment" to be changed to "Personal Tax Planning for Investment". 2. Unit 4 of the above Course to be shifted to Unit 1. 3. To constitute a Committee to look at the need for Internship for the MBA (Financial Services) Programme and the mode of evaluation. 4. Course FSC411 "Contemporary Developments in Financial Markets" was sent back to the Board of Studies for review. <p>The House thanked Professor B. Ramesh who was superannuating at the end of the month for his valuable contributions to the field of Commerce.</p> <p style="text-align: center;">(Action: Assistant Registrar Academic -PG)</p>
D 4	REPORTS OF THE AFFILIATION INQUIRY COMMITTEE
D 4.1	<p>Cuncolim Education Society's College of Arts & Commerce, Cuncolim Goa</p> <p>The Academic Council approved the recommendations of the Affiliation Inquiry Committee for Continuation of affiliation for DSC Marathi at F.Y.B.A. and extension of affiliation for DSC Marathi at S.Y.B.A. Programme for the academic year 2021-22.</p> <p style="text-align: center;">(Action: Assistant Registrar Academic -General)</p>
D 4.2	<p>Dnyanprassarak Mandal's College and Research Centre, Assagao Goa</p> <p>The Academic Council approved the recommendations of the Affiliation Inquiry Committee for Continuation of affiliation for F.Y.B.Sc. Geology and S.Y B.Sc. Geology and extension of Affiliation for T.Y. B.Sc. Geology (Honours) Programme for the academic year 2021-22.</p> <p style="text-align: center;">(Action: Assistant Registrar Academic -General)</p>
D 4.3	<p>Fr. Agnel College of Arts & Commerce, Pilar Goa</p> <p>The Academic Council approved the recommendations of the Affiliation Inquiry Committee for Continuation of affiliation for F.Y.B.A English (General) and Extension of Affiliation for S.Y.B.A English (General) for the academic year 2021-22.</p> <p style="text-align: center;">(Action: Assistant Registrar Academic -General)</p>

GOA UNIVERSITY
Taleigao Plateau, Goa 403 206

A G E N D A

For the 4th Meeting of the

X ACADEMIC COUNCIL

Day & Date

27th and 28th May, 2021

Time

10.30 a.m.

Venue

Online via Google Meet

D 3.10

Minutes of the BOS in Financial Services Meeting held on 15th May 2021 at 11.00am in Online mode via Google Meet.

The following members were present.

Members Present			
1	Prof. B. Ramesh	Chairperson	Approved
2	Dr. Pournima Dhume	Member	Approved
3	Prof. Purva G. Hedge Desai	Member	Approved
4	Dr. Prita Mallya	Member	Approved
5	Dr. A. Sebastin	Member	Approved
Special Invitees			
6	Prof. V. R. Narasimhan	Member	Approved
7	Prof. Sundar Ram Korivi	Member	Approved
8	Dr. Deepak Godbole	Member	Approved
9	Prof. Y. V. Reddy	Special Invitee	Approved
10	Dr. Harip Khanapuri	Special Invitee	Approved

Part A.

- 3) Recommendations regarding courses of study in the subject or group of subjects at the Post-graduate level:
 - 1) The proposed draft syllabus of MBA (Financial Services) Part II for Semester III and IV has been approved by all the BOS members.
[Enclosed MBA (Financial Services) Syllabus of Semester III and IV along with the Programme Structure in [Annexure - I](#)]
 - 2) The SWAYAM courses offered in the month of July 2021 of post-graduate level from commerce and management discipline are approved by BOS to be offered as electives in the Semester III.
- 4) Recommendations regarding courses of study in the subject or group of subjects at the Undergraduate level: -Nil-

Part B

- i. Scheme of Examinations at postgraduate level: -Nil-
- ii. Panel of examiners for different examinations at post-graduate level: -Nil-

Part C

1. Recommendations regarding preparation and publication of selection of reading material in the subject or group of subjects and the names of the persons recommended for appointment to make the selection:

-Nil-

Part D

3. Recommendations regarding general academic requirements in the Departments of University or affiliated colleges:
MBA FS Part II students to be provided counselling with regards to career prospects on the selection of elective courses in Semester III.
4. Recommendations of the Academic Audit Committee and status thereof: -Nil-

Part E

- i. Recommendations of the text books for the course of study at post graduate level:
Reference Books have been submitted by Prof. Sundar Ram Korivi for the Course on FSO329 - Behavioural Finance is incorporated in the references in the said course syllabus.

Part F

Important points for consideration/approval of Academic Council:

MBA (Financial Services) Programme Second year Syllabus (Semester III and IV) to be implemented for the batch 2020-21. (Academic year 2021-22).

The declaration by the chairman that the minutes were readout by the Chairman at the meeting itself.

Prof. B. Ramesh
Chairman

Date: 18th May 2021
Place: Taleigao Plateau,
University

BOS in Financial Services
Goa Goa Business School Goa

PART G

Remark of the Dean

- i) The Minutes are in order.
- ii) The following important points / recommendations of BOS (to be highlighted) may be considered / approved by the Academic Council.
- iii) May be recommended for approval of Academic Council.
- iv) Special remarks, if any:

Date: 18th May 2021
Place: Taleigao Plateau

Prof. M. S. Dayanad
Dean, Goa Business School

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D 3.10 Minutes of the BOS in Financial Services Meeting held on 15th May 2021 at 11.00am [Online]

Annexure I

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

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

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

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

Need of the Course	: Modern business organizations across industry segments are increasingly relying on data-driven decisions. This is true for varied sub-segments of financial services industry. Global enterprises are accelerating their investments in business analytics and looking for data-minded professionals. In the light of this trend, it is important to acquire skills in business analytics.	
Description of the Course	: The course introduces learners to the concept of business analytics, its major categories and role in strategic business decision making. Subsequently the three major categories of business analytics are covered in significant detail. This includes descriptive, predictive and prescriptive analytical techniques.	
Objectives of the Course	1. To familiarize the learners about the domain of business analytics. 2. To equip learners with tools and techniques in descriptive analytics. 3. To enable learners, acquire skills in performing predictive analytics using varied tools and techniques. 4. To equip learners with tools and techniques of prescriptive analytics for determining optimal solutions to given business resources problem.	
Course Content		
Unit 1	: Introduction to Business Analytics	6 Hours
Meaning and significance of business analytics - Applications of business analytics – Types of business analytics - Descriptive analytics - Predictive analytics – Prescriptive analytics - Building analytics capability – Business analytics process – Role of business analytics in strategy – Deployment of business analytics model – Requirements for effective implementation of business analytics models – Big data analytics – Challenges in data driven decision making – Application software in business analytics.		
Unit 2	: Descriptive Analytics	12 Hours
Introduction to descriptive analytics – Structured and unstructured data – Descriptive statistics - Data visualization: Univariate visualization, Bivariate visualization, Multivariate visualization - Graphical exploratory data analysis (Example: Box-plots, heatmap, Histograms, Scatterplots) – Building business intelligence dashboard – Mapping – Interactive data charts – Association rules – Sequence rules – Segmentation rules: Cluster analysis (K-means and Hierarchical clustering) – Social media analytics.		
Unit 3	: Predictive Analytics	18 Hours
Regression models: Introduction to classical linear regression model - Assumptions of CLRM – Specification and estimation of bivariate and multiple regression models – Statistical inference and hypothesis testing – Properties of least square estimators (BLUE) – Model diagnostics – Model misspecification errors –		

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

	<p>application software.</p> <p>C04. Apply techniques of regression models, decision trees, Discriminant analysis, and Artificial Neural Network in developing predictive models.</p> <p>C05. Determine optimal solutions for given business resource problem with application of linear programming.</p> <p>C06. Construct optimal investment portfolios using appropriate optimization techniques.</p>
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Programme : MBA (Financial Services)
Course Code : FSO314
Course Title : Equity Valuation
Number of Credits : 4
Effective from AY : 2020-21

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

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

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

Need of the Course	: The purpose of this course is to enable the students to understand the intricacies of becoming an entrepreneur in financial services. It gives an overview of the financial and registration requirements for start-ups in the field of financial services.	
Description of the Course	: This course begins with explanation on development and growth of entrepreneurship in today’s economy. The next section works towards demystify key financing concepts to give entrepreneurs and aspiring entrepreneurs a guide to secure funding. Further on, it highlights the procedural requirements in the field of financial services. Finally concluding with the upcoming field of FINTECH.	
Objectives of the Course	<ol style="list-style-type: none">1. To understand the concept of entrepreneurship and its prospects.2. To demystify key financing concepts to give entrepreneurs and aspiring entrepreneurs a guide to secure funding.3. To get an exposure to the registrations and regulations for entrepreneurship in financial services.4. To recognize the upcoming areas in the field of start-ups like FINTECH.	
Course Content		
Unit 1	: Introduction to Start-up Ecosystem	12 Hours
<p>Origin, growth, and development of entrepreneurship – The entrepreneurial and intra-preneurial mind – Entrepreneur, entrepreneurship, and enterprise –Entrepreneurial development training– Process of Development and Growth (Imitation, Innovation, and Invention) – Creativity – Agents of Growth (Entrepreneur, Intrapreneur, Government) – Birth of an Enterprise (Growth agents, process, outcome)</p> <p>Business Plan: Meaning and importance – Business Plan for an existing venture Vs new venture – Business Valuation Approaches – Components of Business Plan – Do’s and Don’ts of Business Plan. Process of preparing successful business plan</p>		
Unit 2	: Financing a Plan	12 Hours
<p>Financing a Plan: Sources of Development Finance – Role of Financial Institutions and Consultancy Firms – Evolution of Venture Capital – Growth Agents Vs Venture Capital Vs Economic Development – Economic Impact of Venture Capital – Global Venture Capital Scenario – Role of Venture Capital Associations Managing a venture. Crowdfunding, Angel investors and government assistance schemes as source of raising finance.</p> <p>Managing at different Life Cycle Stages – Strategies available (concentration, stability, growth,</p>		

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

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

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

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

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

Need of the Course	: The globalization of business along with greater advances in technology has increased the complexity of ethical decision making in business. An understanding of business ethics has thus become a crucial element in the organizational environment Students become more effective decision makers by examining the meaning and role of ethics in the business environment, and the social responsibility of business organizations. This course will also focus on how the firm, through the proper ethical perspective, could actually be a potent force toward attaining the common good of society.	
Description of the Course	: The course begins with a detailed introduction to CSR and Sustainability. It further highlights the Stakeholders and Social Causes that the corporations and institutions are responsible towards. A detailed CSR Lifecycle explains the stages which would help CSR planning. The International Framework throws light on the importance and standards maintained at the global level. Finally, the course emphasizes on the drivers of CSR in India with suitable cases and examples.	
Objectives of the Course	1. To make students understand and recognize ethical issues in business and the field of CSR. 2. To expose students to different issues in CSR and Sustainability for the development of the society. 3. To highlight the managers social responsibility of Business. 4. To explain the drivers of CSR in the international scenario.	
Course Content		
Unit 1	Overview of Business Ethics and CSR	14 Hours
Definition and nature of Business ethics and CSR - Ethical and CSR problems in management in India - Ethical theories, Causes of unethical behavior and Ethical abuses; - Management of Ethics - Ethics analysis [Homer model] History of CSR, Concepts of Charity, Corporate philanthropy, Corporate Citizenship, Sustainability and Stakeholder Management. Environmental aspect of CSR Chronological evolution and Models of CSR in India. Relevant provisions of Indian Companies Act, 1956 and SEBI circulars on CSR.		
Unit 2	Environmental Issues	12 Hours
Environmental issues; balanced global environment Kyoto protocol of global warming, judicious use of natural resources. - Social issues; Labor and related issues-Ethics and human rights- Social responsibility of a business firm; Social responsibility of business stakeholders (owners, employees, consumers and community); response of Indian firms towards CSR.		
Unit 3	Social Responsibility of Business	12 Hours
Labor and Consumer Protection: Consumerism, unethical issues in functional aspects of management (sales, marketing and technology etc.); Ethics in practice - professional ethics for functional managers; impact of		

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

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

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

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

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

Need of the Course	The global economy is massive and growing. The International Financial Market is the place where financial wealth is traded between individuals (and between countries). It can be seen as a wide set of rules and institutions where assets are traded between agents in surplus and agents in deficit and where institutions lay down the rules. The need of the course is to provide a good understanding of the International Financial Market. The knowledge gained in the course will make students better-informed financial market participants.	
Description of the Course	The course will give students a good understanding of various aspects of International Financial Market. The course outlines the topics: Overview of International Financial Markets, International Bond Markets, International Stock Markets, and International Financial Crisis.	
Objectives of the Course	1. To enable learners to discuss various aspects of International Financial Markets. 2. To enable learners to apply the concepts of International Bond Markets. 3. To enable learners to apply the concepts of International Stock Markets. 4. To enable learners to discuss the implications of International Financial Crisis.	
Course Content		
Unit 1	: Overview of International Financial Markets	10 Hours
Impact of Market Imperfections – Motives for International Investment – Motives for Firms to Obtain Funds from Foreign Markets – Instruments Used to Facilitate International Transactions: Currency Futures, Currency Options, Swaps – Markets Used to Facilitate International Transactions – Recent Developments Affecting International Financial Markets. Major International Organizations - Bank for International Settlements, The World Federation of Exchanges, International Finance Service Centre (IFSC) in Gujarat’s GIFT city. Off-shore financial centres. Tax havens, FATCA.		
Unit 2	: International Bond Markets	14 Hours
Development of International Bond Markets – Comparison of Global Bond Market Yields – Assessment of Bond Yield Differentials Across Countries – International Bond Valuation: Impact of Interest Rate Movements, Impact of Exchange Rate Movements, Hedging Exchange Rate Exposure – International Bond Diversification – Use of Swaps in International Bond Market – Currency Cocktail Bonds.		
Unit 3	: International Stock Markets	14 Hours

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

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

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

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

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

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

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

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

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

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

	<p>channels.</p> <p>CO2. Evaluate and compare the performance of mutual funds.</p> <p>CO3. Examine the investment and valuation policies of mutual funds.</p> <p>CO4. Explain the accounting and taxation policies of mutual funds.</p>
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Programme	:	MBA (Financial Services)
Course Code	:	FSO323
Course Title	:	Insurance Management
Number of Credits	:	4
Effective from AY	:	2020-21

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

<p>insurance, non-life insurance claim settlement</p> <p>Reinsurance- Retention/ reinsurance decision, need and utility of reinsurance, Types and Methods of reinsurance, Important functionaries in insurance and their roles- Actuary, Underwriter, Claims Manager.</p>		
Unit 4	Indian insurance market overview, Intermediaries, Insurance Regulation and Grievance Redressal	12 Hours
<p>Indian insurance market overview- Life insurers, general insurers, specialised insurers (health, agriculture, export credit guarantee), insurance regulator, Life Insurance Council, General Insurance Council, Associations of Brokers, Surveyors Association, Insurance Institute of India, National Insurance Academy, Institute of Insurance and Risk Management, Institute of Actuaries of India.</p> <p>Insurance intermediaries - (1) In business sourcing: Agents, brokers, Bancassurance, aggregator (2) in management of business- Valuer and Surveyor, Third Party Administrator, modellers, repositories and (3) in claims handling- Loss Assessor</p> <p>Insurance Regulation- Important Laws governing insurance business, Important regulations by IRDAI- protection of policyholder interest regulation, Sandbox Regulation, Investment Regulation, Assets, Liabilities and Solvency Margin regulation, Insurance Ombudsman- Need, Role, Framework, Process.</p>		
Pedagogy	The pedagogy for this course constitutes a mix of Lectures, Case study, Assignment and Group Discussions	
Reference/ Readings	<ol style="list-style-type: none"> 1. George E. Rejda, <i>Principles of Risk Management and Insurance</i>, Pearson Education, 10th edition 2. Emmett J. Vaughan, Therese M. Vaughan, <i>Fundamentals of Risk and Insurance</i>, 11th edition, Wiley 3. P.K. Gupta, <i>Fundamentals of Insurance</i>, Himalaya Publishing House 4. <i>Principles and Practice of General Insurance</i>, ICAI 5. <i>Principles and Practice of Life Insurance</i>, ICAI 6. Mishra, M.N., Mishra S.B. <i>Insurance Principles and Practice</i>, S. Chand Publishing 7. C. Arthur, William Jr., Michael Smith, Peter Young, <i>Risk Management and Insurance</i>, McGraw-Hill <p>Reference Websites:</p> <ol style="list-style-type: none"> 1. https://www.lifeinscouncil.org 2. https://www.gicouncil.in 3. https://www.irdai.gov.in 4. https://www.insuranceinstituteofindia.com 	
Course Outcome	<p>After completion of this course the students shall be able to:</p> <p>CO1. Explain the fundamentals of Risk Management and Insurance</p> <p>CO2. Learn the operations of organizations engaged in insurance business</p> <p>CO3. Learn about personal and commercial insurance</p> <p>CO4. Demonstrate an ability to act as advisor in risk and insurance area.</p>	

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

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

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

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

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

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

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

Need of the Course	In the modern world, intellectual property rights have a significant influence on international trade and indigenous trade of every nation. With the advent of digitalization, there are high chances of creative ideas being stolen by any third party, without any prior permission. The importance of intellectual property protection fluctuates in a different part of the world. Almost every country which depends on international trade is taking strong measures to protect their intellectual property rights. Strong IPR laws make a huge contribution to both the overall economy of the country and their respective state. The need of the course is to provide a good understanding of the Intellectual Property Rights in India.	
Description of the Course	The course will give students an insight about significance of IPR Laws. The course outlines the topics: Introduction to Intellectual Property Rights, An overview of the types of Intellectual Property, Contemporary Issues in IPR, and Key Aspects in Commercializing Intellectual Property Rights.	
Objectives of the Course	1. To enable learners to discuss the theories of Intellectual Property Rights. 2. To enable learners to discuss the types of Intellectual Property. 3. To enable learners to discuss the contemporary issues in Intellectual Property Rights 4. To enable learners to discuss the key aspects in commercializing Intellectual Property Rights.	
Course Content		
Unit 1	: Introduction to Intellectual Property Rights	14 Hours
Intellectual Property Rights – Concept - Theories of Intellectual Property Rights - Business Impact - Protection of Intellectual Property - Intellectual Property as an Instrument of Development; Need for Protecting Intellectual Property – Policy Consideration – Intellectual Property Rights as Human Right - Determining Financial Value of Intellectual Property Rights - Negotiating Payments Terms in Intellectual Property Transaction		
Unit 2	: Types of Intellectual Property - An Overview	12 Hours
Copyrights – Trademarks – Patents - Designs - Utility Models - Trade Secrets and Geographical – Indications - Bio-Diversity and IPR.		
Unit 3	: Contemporary Issues in IPR	10 Hours

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

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

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

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

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

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

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

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

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

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

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

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

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