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09-12-2022

GOA UNIVERSITY
Taleigao Plateau, Goa 403 206

F I N A L A G E N D A

For the 11th Meeting of the

X ACADEMIC COUNCIL

Day & Date

Friday, 9th December, 2022

Time

10.00 a.m.

Venue
Conference Hall
Administrative Block
Goa University

(a) The program structure and syllabus in M.Sc. Marine Sciences (Semester III and IV) was deliberated and new syllabus content was added. The suggestions made by the Experts were incorporated and the same was approved. This syllabus of M.Sc. Marine Sciences (Semester III and IV) was prepared with introduction of thirteen new courses (22%) in view of the implementation of NEP guidelines by the University.

(b) The syllabus of Research Methodology paper (04 credits) for Ph. D. in Marine Sciences was placed and the suggestions made by the Experts were incorporated and approved.

ii. The declaration by the Chairperson that the minutes were readout by the Chairperson at the meeting itself.

Date: 27.10.2022 Sd/-
Place: Goa University Campus Signature of the Chairperson

Part G.

The Remarks of the Dean of the Faculty

i. The minutes are in order.
ii. The minutes may be placed before the Academic Council with remarks if any.
iii. May be recommended for approval of Academic Council.
iv. Special remarks if any.

Sd/-
Signature of the Dean

Date: 27.10.2022
Place: Goa University Campus

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Minutes of the Board of Studies in MBA (Financial Services) meeting held on 08.08.2022.

Part A.

i. Recommendations regarding courses of study in the subject or group of subjects at the undergraduate level: **NIL**
ii. Recommendations regarding courses of study in the subject or group of subjects at the postgraduate level: **As outlined in Annexure I (Refer page No.959) and Annexure II (Refer page No. 961)**

Part B

i. Scheme of Examinations at undergraduate level: **NIL**
ii. Panel of examiners for different examinations at the undergraduate level: **NIL**
iii. Scheme of Examinations at postgraduate level: **NIL**
iv. 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 i) Recommendations regarding general academic requirements in the Departments of University or affiliated colleges:**NIL** ii) Recommendations of the Academic Audit Committee and status thereof: **NIL** **Part E.** i. Recommendations of the text books for the course of study at undergraduate level: **NIL** ii. Recommendations of the text books for the course of study at post graduate level: **Reference books recommended** **Part F.** Important points for consideration/approval of Academic Council i. The important points/recommendations of BoS that require consideration/approval of Academic Council (points to be highlighted) as mentioned below **a) MBA (Financial Services) revised programme structure** **b) Syllabus for MBA (Financial Services) programme** ii. The decisions/minutes were readout by the Chairman at the meeting itself. Date: 08.08.2022 Place: Goa Business School, Goa University Sd/- (Dr. Harip Khanapuri) Signature of the Chairperson **Part G**. The Remarks of the Dean of the Faculty i. The minutes are in order. ii. The minutes may be placed before the Academic Council with remarks if any. iii. May be recommended for approval of Academic Council. iv. Special remarks if any. Sd/- Signature of the Dean Date: 08.08.2022 Place: Goa Business School, Goa University **(Back to Index)**
D 3.28	**Minutes of the Board of Studies in Geography meeting held on 21.10.2022.** **Part A**. i. Recommendations regarding courses of study in the subject or group of subjects at the Under Graduate level: Decisions: **NIL** ii. Recommendations regarding courses of study in the subject or group of subjects at the postgraduate level: Decision: **The BoS in Geography has unanimously approved the following in its meeting held on 21 October 2022.**

D 3.27 Minutes of the Board of Studies in MBA (Financial Services) meeting held on 08.08.2022.

Annexure I

MBA (FINANCIAL SERVICES)

1. **Programme Specific Outcomes**

On successful completion of the programme, the graduates will be able to:

PSO1 Apply knowledge of management and finance to identify and resolve complex problems in deliveringcorporate and retail financial services.

PSO2 Apply research skills, financial models, tools and technology for data driven decision making, management of financial risks, and optimization of resource allocation in varied segments of financial services.

PSO3 Design and execute strategies and plans for rendering financial services in alignment with organizational and individual profile, expectations and goals with high level of integrity, team spirit and ethics.

2. **Programme Structure**

MBA (FINANCIAL SERVICES)					
Course Code	**Course Category and Title**	**Course Type**	**Hrs/Week**	**Credits**	**Total Credits**
Semester I					
	Discipline Specific Core (DSC) Courses				
FSTC-401	Essentials of Management	Theory	3	3	16
FSTC-402	Financial Services	Theory	4	4	
FSTC-403	Financial Statement Analysis	Theory	3	3	
FSTC-404	Capital Markets	Theory	3	3	
FSTC-405	Business Communication	Theory	3	3	
	Discipline Specific Elective (DSE) Courses (Any 2)				
FSTE-401	Bank Management	Theory	2	2	4
FSTE-402	Insurance Management	Theory	2	2	
FSTE-403	Mutual Funds Management	Theory	2	2	
FSTE-404	Forex Management	Theory	2	2	
FSTE-405	Corporate Governance and Ethics	Theory	2	2	
Semester II					
	Discipline Specific Core (DSC) Courses				
FSTC-406	Strategic Management	Theory	3	3	
FSTC-407	Marketing Management	Theory	4	4	

FSTC-408	Investment Management	Theory	3	3	16
FSTC-409	Corporate Finance	Theory	3	3	
FSTC-410	Fixed Income Securities	Theory	3	3	

	Discipline Specific Elective (DSE) Courses (Any 2)				
FSTE-406	International Financial Markets	Theory	2	2	4
FSTE-407	Alternative Investments	Theory	2	2	
FSTE-408	Behavioural Finance	Theory	2	2	
FSTE-409	Mergers and Acquisitions	Theory	2	2	
	Semester III				
	Research Specific Elective (RSE) Courses (Any 2)				
FSTR-501	Equity Valuation	Theory	4	4	8
FSTR-502	Derivatives Market	Theory	4	4	
FSTR-503	Business Research Methods	Theory	4	4	
FSTR-504	Business Analytics	Theory	4	4	
	Generic Elective (GE) Courses (Any 3)				
FSTG-501	Macroeconomics	Theory	4	4	12
FSTG-502	Organisational Behaviour	Theory	4	4	
FSTG-503	Entrepreneurship	Theory	4	4	
FSTG-504	Digital Marketing	Theory	4	4	
FSTG-505	FinTech	Theory	4	4	
Semester IV					
	Research Specific Elective (RSE) Courses (Any 1)				
FSTR-505	Financial Planning and Wealth Management	Theory	4	4	4
FSTR-506	Financial Econometrics	Theory	4	4	
	Internship				
FSPI-507	Corporate Internship and Summer Training			16	16
Total Credits					**80**

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Annexure II

Programme : MBA (Financial Services)

Course Code : FSTR-501

Course Title : **Equity Valuation**

Number of Credits : **4**

Effective from AY : 2022-23

Pre-requisite: NIL		
Need for 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 andother similar areas. A course in equity valuation provides knowledge of necessary valuation techniques and models that can be used to determinetrue worth of a firm's equity.	
Description of the Course	The course introduces the learners to the fundamentals of valuation theoryand 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-basedmodels with specific reference to determination of intrinsic worth of shares using company fundamentals.	
Objectives of the Course	To develop the skill in learners to analyze and evaluate equity securities using appropriate valuation concept and techniques for varied purposes.	
Course Content		
Unit 1	**: Introduction to Equity Valuation**	**15 Hours**
Concept and types of value, Applications of equity valuation, Valuation process, *Reporting valuation results*: Content of Research Report, Research Reporting Responsibilities. Selecting equity candidates for analysis and valuation, Major categories of equity valuation models.		
Unit 2	**: Discounted Dividend Models of Valuation**	**15 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**	**15 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**	**15 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 approachesadopted by investment bankers.		
Pedagogy	: lectures/ case analysis/assignments/class room discussions/lab basedexercises or combination of some of these methods.	
Reference/Readings	1. Pinto, J., Henry, E., Robinson, T., Stowe, J. (2010). *Equity Asset Valuation.* Wiley. 2. Damodaran, A. (2006). *Damodaran on Valuation: Security Analysis for Investment and Corporate Finance*, 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.* South-Western Cengage Learning, US. 6. Damodaran, A. (2012). *Investment Valuation: Tools and Techniques for Determining the Value of Any Asset*, 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 Outcomes	: Upon completion of the course learners will be able to: **CO1.** Explain the concepts in equity valuation, its application and process. **CO2.** Determine value of a firm's equity using dividend discountmodels. **CO3.** Estimate equity value of listed companies using free cash flow models, market based and asset-based models. **CO4.** Develop spreadsheets for equity valuation.

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Programme : MBA (Financial Services)

Course Code : FSTR-502

Course Title : **Derivatives Market**

Number of Credits : **4**

Effective from AY : 2022-23

Pre-requisite: NIL		
Need for the Course	The course in derivatives is perfect for beginners or anyone who would like to build up their understanding about the capital markets. It also prepares an individual for a career in the fascinating world of trading financial assets as well as trains them how to make money trading derivatives. This course will help learners with strategies for derivatives investments and provide knowledge for trading, hedging and exploiting arbitrage opportunities.	
Description of the Course	The course is designed to provide knowledge about risk management using derivatives. It mainly comprises of description of the mechanisms of Forwards/Futures, Options and Swaps along with relevant trading strategies.	
Objectives of the Course	To equip learners with knowledge of derivative products and build skills to apply derivative instrument strategy in management of risk and exploiting profitable trading opportunities.	
Course Content		
Unit 1	**: Introduction to Financial Derivatives**	**15 Hours**

Introduction, Need and Scope, economic benefits of derivatives, Types, Features, Functions, Factors contributing to the growth of derivatives, Exchange traded versus OTC derivatives, traders in derivatives markets, Financial Derivatives Market in India, Regulatory system of Derivative markets in India, trading mechanism of Derivatives on BSE and NSE. Brief overview of currency, interest rate and commodity derivatives.		
Unit 2	**: Financial Futures and Forwards**	**15 Hours**
Futures: Evolution, Functions, Trading Mechanism, Specifications of Contracts, Clearing House, Operations of Margins, Settlement Procedures and Types, Pricing of Futures, Cost of Carry and Reverse Cost of Carry, Futures and Forwards, Index Futures, Currency Futures, Interest Rate Futures, Hedging using Futures, Arbitrage and Speculation Opportunities**.**		
Unit 3	**: Financial Options**	**15 Hours**
Types, Pay-offs, Moneyness of Options, Trading mechanism, factors impact the Option Price, *Option Pricing Models*: Put –Call Parity Model, Binomial Option Pricing Model, Black and Scholes Model. Sensitivities of Option Price, Option trading strategies.		
Unit 4	**: Commodity Derivatives**	**15 Hours**
History of Commodity Trading- Derivatives Trading in Commodities- Types of commodities - Commodity Exchanges in India, International Commodity Exchanges, 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.		
Pedagogy	ICT enabled Classroom teaching/ Case study/ Practical /assignment/ Interactive class room discussions	
Reference/Readings	1. Vohra, N. and Bagri, B. (2017). *Futures and Options.* Tata McGraw Hill, New Delhi. 2. Hull, J. (2016) *Fundamentals of Futures and Options Market*. Pearson Education, New Delhi. 3. Chance, D. and Brooks, R. (2013). *Introduction to Derivatives and Risk management.* Thomson Learning. 4. Patwari, D. (2000). *Options and Futures in an Indian Perspective*. Jaico Publishers. 5. Mahajan, R. (2007). *Futures and Options.* Vision Books Pvt Ltd, New Delhi. 6. Swain, P. K. (2011). *Fundamentals of Derivatives*, Himalaya Publishing House, New Delhi.	

Course Outcomes	Upon completion of this course, students will be able to: **CO1.** Explain the features and purpose of using variety of derivatives in capital and commodity markets. **CO2.** Describe the mechanism of derivatives trading and various approaches of pricing of derivative instruments. **CO3.** Demonstrate analytical and problem-solving skills in applying derivative for managing risk and generate profit opportunities.

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Programme **: MBA (Financial Services)**

Course Code **: FSTR-503**

Course Title **: Business Research Methods**

Number of Credits : **4**

Effective from AY : 2022-23

Pre-requisite: NIL		
Need for the Course	Effectiveness of business decisions can be increased by adopting scientific approach in processing of business data. This requires adoption of systematic approach in examining business problems. This course is required to build capacities in performing business research for effective business decision making.	
Description of the Course	This course is designed to train the students in identifying research gap, collection of relevant data (uni-variate, bi-variate, and multi-variate data sets) and analysing data using various statistical techniques.	
Objectives of the Course	To enable learners, acquire skills in business research for effective business decision making.	
Course Content		
Unit 1	**Introduction to Business Research**	**15 Hours**
Concept of Research: Features, Classification of Research - Types of Research - Research Process – Research Design - Formulation of Research Problem – Literature Review: Need for Literature Review, Purpose of Literature Review, Sources of Literature, Systematic Literature Review using Content Analysis, Meta-Analysis, Bibliometric Analysis - Research Gap - Research Question - Research Objectives.		
Unit 2	**Data Collection and Analysis**	**25 Hours**

Data: Types of Data, Data Sources, Measurement scales, Sampling Techniques, Methods of Collecting Data. *Data Analysis:* Measures used for Organizing & Describing data, Measures used for Analyzing Relationship & Prediction, Measures used for Testing the Data (Hypothesis Testing).		
Unit 3	**Research Report Writing**	**10 Hours**
Report Writing: Significance, Steps, Types, Layout, Precautions in writing Research Reports *Research Report Structure*: Drafting Preliminary Pages, Executive summary, Abstract writing, Summarizing Literature, Formulating Methodology, Reporting Analysis and Interpreting Results, Tables & Figures Preparation, Inserting Footnotes, Writing Conclusion & Scope for Future Research, Bibliography, Referencing Styles, Annexures, Hands-on sessions on software.		
Unit 4	**Research Ethics**	**10 Hours**
Research Misconducts: Fabrication, Falsification, Plagiarism – Consequences of Research Misconducts – Need for Research Ethics - Ethical issues before the research commences - Ethical issues during the research - Ethical issues when data collection has been completed.		
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	1. Chawla, Deepak., & Sondhi, Neena. (2016). *Research Methodology: Concepts and Cases*. (2/e). Vikas Publishing House Private Ltd. 2. Cooper, Donald R., & Schindler, Pamela S. (2006). *Business Research Methods.* (9/e). Tata McGraw Hill. 3. Krishnaswami, O. R., Ranganathan. M., & Harikumar P. N. (2016). *Research Methodology*. (1/e). Himalaya Publishing house. 4. Gupta, S. C. (2019). *Fundamentals of Statistics*. (17/e). Himalaya Publishing House. 5. Aizel, Amir D., & Sounderpandian, Jayavel. (2019). *Complete Business Statistics*. (6/e). Tata McGraw Hill. 6. Salmani-Nodoushan, M. A., & Alavi, S. M. (2004). *APA Style and Research Report Writing*. Zabankadeh Publications 7. Kothari, C. R., & Garg, G. (2019). *Research Methodology: Methods And Techniques*. New Age International Publishers 8. Wallace, M., & Wray, A. (2006). *Critical Reading and Writing for Postgraduates*. Sage Publications Ltd. 9. Oliver, P. (2010). *The Student's Guide to Research Ethics*. Open University Press. 10. Wiles, R. (2013). *What are Qualitative Research Ethics?* Bloomsbury Publishing 11. Israel, M. & Hay, I. (2006). *Research Ethics for Social Scientists*. Sage Publications	

Course Outcomes	Upon completion of this course, the students will be able to: **CO1.** Formulate business research problem. **CO2.** Identify appropriate sources of data **CO3.** Perform data analysis with application of appropriate statistical methods. **CO4.** Prepare effective research reports. **CO5.** Perform business research by following principles of ethics.

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Programme : MBA (Financial Services)

Course Code : FSTR-504

Course Title : **Business Analytics**

Number of Credits : **4**

Effective from AY : 2022-23

Pre-requisite: NIL		
Need for 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 strategic role of business analytics, and covers the three major categories of business analytics viz. descriptive, predictive and prescriptive analytical techniques.	
Objectives of the Course	To familiarize the learners about the domain of business analytics and equip them with skills in descriptive, predictive and prescriptive analytics.	
Course Content		
Unit 1	**: Introduction to Business Analytics**	**15 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**	**15 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) *Buildingbusiness 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**	**20 Hours**
Regression models: Introduction to classical linear regression model, Assumptions of CLRM, Specification and estimation of bivariate and multiple regression models, Statistical inference and hypothesis testing, Properties of least square estimators (BLUE), Model diagnostics, Model misspecification errors, Violation of regression assumptions. *Decision Tree:* Introduction, Chi-Square Automatic Interaction Detection (CHAID) tree development, Classification and Regression Tree (CART), Random Forest, Machine learning applications in decision tree analysis. *Other techniques*: Discriminant analysis, Artificial Neural Network.		
Unit 4	**: Prescriptive Analytics**	**10 Hours**
Introduction to prescriptive analysis: Linear programming (LP) model building, Sensitivity analysis inLP, Graphical solution to LP, Portfolio optimization techniques.		
Pedagogy	: Lectures/ case analysis/assignments/class room interaction/lab basedexercises.	

Reference/Readings	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*. PHILearing, Delhi. 4. Abbott, D. (2014). *Applied Predictive Analytics*, Wiley. 5. Winston, W. (2016). *Microsoft Excel Data Analysis and Business Modeling*, Pearson. 6. Tatsat, H., Puri, S., Lookabaugh, B. (2020). *Machine Learning and Data Science Blueprints for Finance*, O'Reilly Media Inc., Boston, USA. 7. Mitchelle, T. (2017). *Machine Learning*, McGraw Hill. 8. Kang, M. and Choi, E. (2021). *Machine Learning: Concepts, Tools and Data Visualization*, World Scientific. 9. Gujarati, D. (2004). *Basic Econometrics*, McGraw Hill, New Delhi. 10. Wooldridge (2006). *Introductory Econometrics*, Thomson-South Western, Singapore. *Latest edition*.
Course Outcomes	: Upon completion of the course learners will be able to: **CO1.** Explain the concepts in business analytics, its process and strategic significance. **CO2.** Perform descriptive analytics with data visualization, cluster analysis, and social media analytics. **CO3.** Apply techniques of regression models, decision trees, Discriminant analysis, and Artificial Neural Network in developing predictive models. **CO4.** Determine optimal solutions for given business resource problem with application of linear programming.

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Programme **: MBA (Financial Services)**

Course Code **:** FSTG-501

Course Title **: Macroeconomics**

Number of Credits **: 4**

Effective from AY **: 2022-23**

Pre-requisite: NIL

Need of the Course	The need of the course is to provide a good understanding of the application and significance of macroeconomics for the financial sector to take key management decisions within the organization. This course is meant to give students insight into the dynamics of our national economy. The knowledge gained in the course will make students better-informed citizens and allow them to follow debates over national economic policy reported in news media.
Description of the Course	The course will give students a good understanding of the linkage between financial markets and the real economy and discuss how the government usesfiscal and monetary tools to meet important public policy objectives. The course outlines the topics: Introduction to Macroeconomics, MacroeconomicIndicators, Government and Fiscal Policy, and Money and Monetary Policy.
Objectives of the Course	To enable the learners to understand the dynamics of macroeconomics andits linkage with financial markets.

Course Content		
Unit 1	**: Introduction to Macroeconomics**	**10 Hours**
Economics: Introduction, Microeconomics and Macroeconomics, Significance of Macroeconomics for the financial sector, Concept of 'equilibrium' in economics, Changing composition of India's economic environment and latest trends.		
Unit 2	**Macroeconomic Indicators**	**20 Hours**
Macroeconomic Indicators: Inflation, Measurement of Inflation, Impact of Inflation on Macroeconomic Variables, Controlling Inflation - Interest Rates: Factors affecting the level of Interest Rate, Impact of Interest Rates, Real Interest Rate **–** Exchange Rate - National Income Accounting – Balance of Payment – Imports and Exports - Unemployment - Saving and Investment in India – Impact of Macroeconomic Indicators on Financial Markets.		
Unit 3	**Role of Government and Fiscal Policy**	**15 Hours**
Government and Fiscal Policy: Role of the Government in an Economy, Government Expenditure and Revenue: Understanding the Government accounts, Deficit Indicators, Financing of the deficit by the Government, Fiscal Deficit and Sustainability of Internal Debt, Fiscal policies and their impact on the Financial Markets – *Union Budget:* Meaning, Relevance of Union Budget in Indian economy, Impact of Union Budget on Financial Markets.		

Unit 4	: Money and Monetary Policy	15 Hours
Money and Monetary Policy: Role of Money, Components of Money in India, Demand for Money, Supply of Money, Different roles of RBI in India, Role of Commercial Banks in Money Supply, Other Instrumentsof Money Supply, Market Stabilization Scheme, Foreign Exchange Intervention, Taper Tantrum, Use of Monetary policy.		
Pedagogy	: Lectures/ classroom discussion/ discussion using relevant research papers/ presentation/case study/ group project/ assignment or a combination of someof these. The sessions shall be interactive to enable peer group learning.	
Reference/Readings	1. Dwivedi, D. N. (2010). *Macroeconomics - Theory and Policy.* McGraw Hill Education. 2. Iyengar, M. (2011). *Money Matters: Macro Economics andFinancial Market.* Sage Publication Pvt. Ltd., India. 3. Rangarajan, C., & Dholakia, B.H. (2001). *Principles ofMacroeconomics.* McGraw Hill Education. 4. Ahuja, H. L. (2016). *Principles of Microeconomics.* S Chand Publishing 5. NCFM Macroeconomics for Financial Markets Module, NSE. (2022).	
Course Outcomes	Upon completion of this course, the students will able to: **CO1:** Explain the significance of macroeconomics in financial markets. **CO2:** Evaluate the impact of various macroeconomic indicators onfinancial markets. **CO3:** Evaluate the impact of fiscal policies on financial markets. **CO4:** Evaluate the impact of monetary policies on financial markets.	

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Programme : MBA (Financial Services)

Course Code : FSTG-502

Course Title : **Organizational Behaviour**

Number of Credits : **4**

Effective from AY : 2022-23

Pre-requisite: NIL	
Need for the Course	: Effective leaders create environments that are consistent with the fundamentals of human behaviour in organizations. This course is designed to shape your understanding of individual behaviour in an

	organizational setting based on an accumulation of research in psychology, sociology, economics and organizational behaviour.
Description of the Course	: This course gives a deeper understanding of individual behaviour which helps make more rational decisions. Further the course highlights the needand significance of appropriate organisational designs. The impact of organisational culture on performance and image is also explained. The course focuses on the importance of building effective teams and how change management is an integral part of an organisation.
Objectives of the Course	To enable learners to analyze various dimensions of organizational design to create an environment of cohesive and coherent behaviour for organisational development.

Course Content

Unit 1	**: Introduction and Individual Behaviour**	**12 Hours**

Organisational Behaviour (OB): Challenges and Opportunities for OB, Models and Approaches of OB,OB and Emotional Intelligence.
Individual Behaviour: Personality, Learning, Misbehaviour, Emotions, Attitudes, Perceptions, Motivation.

Unit 2	**: Organizational Design and Culture**	**18 Hours**

Organisation Structure and Design: Emerging Trends in Corporate Structure, Impact of Technology on Organisational design, *Organizational Culture*: Creating and Sustaining Culture, *Power and Organisational Politics*: Sources of Power, Organisational Politics, Influence and Political Power.

Unit 3	**: Group dynamics and Change Management**	**15 Hours**

Groups: Stages of Group Development, Group Decision Making Techniques and Process, *Teams:* Team building, Team development
Change Management: Forces for Change, Resistance to Change, Approaches to Manage Organisational Change.

Unit 4	**: Dynamics of Organisation Behaviour**	**15 Hours**

Stress: Work Stressors, Prevention and Management of stress, Balancing work and Life.
Organizational development, *Organizational effectiveness*
Conflict Management: Conflict and Competition, Functional and Dysfunctional Conflict, Effects of Conflict, Resolution of conflict.

Pedagogy	Case discussion, participative learning, discussions, role play, experiential learning through practical case handling, assignment, conceptual and contextual learning, presentations.
Reference/Readings	1. Aswathappa K. (2016). *Organisational Behaviour.* Himalaya Publishing House, NewDelhi. 2. Luthans, F. (2010). *Organizational Behavior*. McGraw Hill Publishing Company, NewYork. 3. Burton, G. and Thakur, M. (1998). *Management Today-Principles & Practice.* Tata McGraw Hill Public Company Ltd., New Delhi. 4. Newstrom. J. (2001). *Organisational Behaviour*. Tata McGraw- Hill Publishing Company Ltd.
Course Outcomes	Upon completion of this course students will be able to: **CO1.** Implement decisions based on design structures and organizational culture. **CO2.** Develop an understanding of variables that need to be considered for efficient organisational development.

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Programme : MBA (Financial Services)

Course Code : FSTG-503

Course Title : **Entrepreneurship**

Number of Credits : **4**

Effective from AY : 2022-23

Pre-requisite: NIL	
Need for the Course	Indian economy is experiencing heightened entrepreneurial activity and this course will help students in understanding the essentials of starting and building their own ventures.
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.
Objectives of the Course	To provide knowledge of the fundamentals of entrepreneurship and prepare students to recognize entrepreneurial opportunities, plan finances and fulfil regulatory requirements for specific ventures in financial services industry.

Course Content		
Unit 1	**: Fundamentals of Entrepreneurship**	**15 Hours**
Origin, growth, and development of entrepreneurship, The entrepreneurial and intrapreneurial 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)		
Unit 2	**Feasibility Analysis and Business Plan**	**15 Hours**
Feasibility Analysis: Product/service feasibility, Market feasibility, Organizational feasibility, Financial feasibility.		
Business Plan: Meaning and importance, Business Plan for an existing venture vs new venture, Business Valuation Approaches, Components of Business Plan, Do's and Don'ts of Business Plan. Process of preparing successful business plan.		
Unit 3	**: Financing a Plan**	**15 Hours**
Financing a Plan: Sources of Development Finance, Role of Financial Institutions and Consultancy Firms, Evolution of Venture Capital, Growth Agents Vs Venture Capital Vs Economic Development, Economic Impact of Venture Capital, Global Venture Capital Scenario, Role of Venture CapitalAssociations Managing a venture. Crowdfunding, Angel investors and government assistance schemes as source of raising finance. Managing at different Life Cycle Stages: Strategies available (concentration, stability, growth, retrenchment, and consolidation), Preparing for the New Venture Launch, Early Management Decisions, Growth of the New Venture, New Venture Expansion, Going Public, Ending the Venture.		
Unit 4	**: Registration Procedures and Requirements**	**15 Hours**
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? *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.		
Pedagogy	: Lectures/ Case study/ Assignment/ Interactive class room discussions.	

Reference/Readings	1. Timmons, Jeffry A. (2015). *New Venture Creation: Entrepreneurship for the 21st Century*. Irwin McGraw-Hill. 2. Hisrich, R. and Peters, M. (2016). *Entrepreneurship.* Tata McGraw Hill. 3. Gupta, C. and Srinivasan, N (2017). *Entrepreneurship Development in India*. Sultan Chand and Sons. 4. Bhargava, S. (2008). *Entrepreneurial Management*. Sage. ***Reference Websites:*** www.sebi.gov.in
Course Outcomes	: Upon completion of the course the students will be able to: **CO1.** Analyse business environment to identify business opportunities. **CO2.** Undertake feasibility study and prepare business plan. **CO3.** Recognize regulatory requirements for specific ventures in financial services domain.

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Programme : MBA (Financial Services)

Course Code : FSTG-504

Course Title : **Digital Marketing**

Number of Credits : **4**

Effective from AY : 2022-23

Pre-requisite: NIL	
Need for the Course	With the changing marketing landscape in recent years, digital marketing has become a predominant component of the marketing domain. It has become essential to integrate digital marketing channels into marketing communication. This course will guide learners in this area.
Description of the Course	Digital marketing course provides an understanding of the evolving digital landscape and examines the digital marketing process. This course covers the core areas of digital marketing viz., significance of digital marketing, website development, search engine optimization, content marketing strategy, google web analytics, Email marketing, and social media marketing.
Objectives of the Course	To enable learners, recognize significance of digital marketing and develop skills in varied components of digital marketing.

Course Content		
Unit 1	**: Introduction to Digital Marketing**	**12 Hours**
Significance of digital marketing, traditional marketing v/s digital marketing, Process of digital marketing, recent trends in digital marketing.		
Unit 2	**: Website creation and Search Engine Optimization (SEO)**	**15 Hours**
Website planning, creation, and development, SEO, keyword planner tools, On-page SEO techniques, and Off-page SEO techniques.		
Unit 3	**: Content Marketing and Web analytics**	**15 Hours**
Content Marketing: Concepts & Strategies; Planning, Creating, Distributing & Promoting Content. *Google Web analytics:* Introduction and Significance, Google Analytics Interface and Setup, Understanding Goals and Conversions.		
Unit 4	**: Email Marketing and Social Media Marketing**	**18 Hours**
Email marketing: Introduction and significance, designing email marketing campaigns, Email marketing strategy, and monitoring. Pay-per-click advertising. *Social media marketing:* Facebook marketing, designing Facebook advertising campaigns, Basics of Twitter marketing and LinkedIn marketing, designing Twitter advertising campaigns, and YouTube advertising. Developing an integrated digital marketing strategy,		
Pedagogy	:Lectures/ Class room Discussions/Assignments/Seminar/ Presentations/ICT enabled teaching methods/Flip Classroom/discussions and case studies.	
Reference/Readings	1. Charlesworth, A. (2018). *Digital Marketing-A Practical Approach*. Routledge. 2. Dodson, I. (2016). *The Art of Digital Marketing: The Definitive Guideto Creating Strategic, Targeted, and Measurable Online Campaigns*. Wiley. 3. Deiss, R. and Henneberry, R.(2020). *Digital Marketing for Dummies*. For Dummies. 4. Chaffey, Dave, Smith, P R. (2017). *Digital Marketing Excellence: Planning, Optimizing and Integrating Online Marketing*. Routledge. 5. Prasad, R. (2002). *Digital Marketing: Approaches and Applications*, ICFAI Press.	
Course Outcomes	After completion of this course, the students will be able to **CO1.** Review the key trends in the digital marketing industry. **CO2.** Plan creative websites and leverage digital marketing tools. **CO3.** Develop digital content and prepare plan for its promotion.**CO4.** Develop email and social media marketing strategies.	

Programme : MBA (Financial Services)

Course Code : FSTG-505

Course Title : **Fintech**

Number of Credits : **4**

Effective from AY : 2022-23

Pre-requisite: NIL	
Need for the Course	Financial technology abbreviated as Fintech is disrupting the financial services industry and creating new challenges for the firms and start-ups that are competing for the market share. This course will provide a deeper understanding to the learners of the core areas in fintech.
Description of the Course	Fintech course caters to the requirements of the fast-changing financial services industry. It provides the understanding of fintech applications in the lending industry, wealth management industry, banking, and payment industry. Further, the course introduces the learners to the concept of blockchain technology and digital currencies. The learners are also madeaware about cyber security and cyber laws.
Objectives of the Course	To expose the learners to the core areas of fintech and its applications in the BFSI sector and enable them assess organizational operations within the framework of cyber security.

Course Content		
Unit 1	**: Fintech in Lending and Wealth Management**	**15 Hours**
Changing ecosystem of the financial services industry, the evolution of Fintech. *FinTech in the Lending Industry:* Formal Lending, Informal Lending, FinTech Disrupting the Lending Business. *FinTech in a Wealth Management Industry:* Financial Advice, Automated Investing, SociallyResponsible Investing.		
Unit 2	**: Fintech in Banking and Payment Industry**	**15 Hours**
IT in Banking: Digital Transformation of Indian Banks, Card-based payments, use of RTGS/NEFT, E-banking (Mobile banking, Internet banking), neobanks. Smart bank strategies: Electronic Fund Management, ATMs, Internet Banking, UPI payment, SWIFT and Bank Identification Code. *FinTech in the Payments Industry:* Multichannel Digital Wallets and POS systems, digital payments, recent development in Payment and settlement system in India.		

Unit 3	: Fundamentals of Cryptocurrencies	20 Hours
Introduction to cryptocurrencies, traditional currencies v/s cryptocurrencies, cryptocurrencies terminology, blockchain technology, Cryptocurrency ecosystem, Initial coin offerings (ICO), types of cryptocurrencies, digital crypto wallets, Non-fungible tokens (NFT), cryptocurrency in India, Regulation of Cryptocurrency.		
Unit 4	**: Cyber Security and Cyber laws**	**10 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.		
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	1. Mukund, S. (2015). *Banking and Financial Services.* Himalaya Publications. 2. Arjunwadkar P. (2018). *Fintech, the Technology Driving Disruptions in the Financial Services Industry*, CRC Press, Taylor and Francis Group. 3. Gupta P. and Tham T. M. (2018). *Fintech the new DNA of Financial Services.* Walter de Gruyter Press. 4. Arslanian H. and Fischer F. (2019). *The Future of Finance, the impactof Fintech, AI and Crypto on Financial Services*, Palgrave Macmillan. ***Reference websites:*** www.coinmarketcap.com www.blockchain.com www.meity.gov.in	
Course Outcomes	Upon the completion of this course the learners will be able to: **CO1**. Summarize the fintech disruptions in the Financial Services Industry. **CO2.** Explore the applications of fintech in Banking and payment Industry. **CO3.** Identify organizational applications of blockchain technology and cryptocurrency. **CO4**. Assess organizational processes from the perspective of cyber security.	

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Programme : MBA (Financial Services)

Course Code : FSTR-505

Course Title : **Financial Planning and Wealth Management**

Number of Credits : **4**

Effective from AY : 2022-23

Pre-requisite: NIL	
Need for the Course	Financial planning is at the core of ensuring long term financial independence. Individuals having a good knowledge of different asset classes, risk profile of assets and taxation knowledge can serve as a good financial planner. This course is useful in acquiring skills of professional consultancy in financial planning.
Description of the Course	This course is particularly designed to equip the learners with the fundamentals of financial planning and wealth management. The course introduces the learner to the financial planning process, risk framework, insurance planning, tax planning, and retirement planning.
Objectives of the Course	To develop an understanding of the financial planning process and wealth management and build skills in risk analysis, insurance planning, retirement planning, and tax planning of an individual.

Course Content		
Unit 1	**: Introduction to Personal Financial Planning and wealth management**	**15 Hours**
Concept of Financial Planning, Financial planning process, Role of a financial planner. Wealth management and the economy.		
Unit 2	**: Risk analysis and Insurance Planning**	**15 Hours**
Investment evaluation framework, Theory of risk transfer: risk evaluation, risk management strategy, risk profiling and asset allocation, risk management through insurance, life insurance planning for the individual, health insurance plan selection.		
Unit 3	**: Cash management and Retirement Planning**	**10 Hours**
Net worth and cash management planning, systematic savings planning, credit, and debt planning. Retirement planning: Retirement income needs analysis, various savings plans, and their distribution, tax planning for retirement, retirement income, and strategies for retirement planning.		
Unit 4	**: Personal Tax Planning**	**20 Hours**

Basic income tax structure, Elements of taxation, taxation of investment products, tax planning, types oftax planning in India, the concept of Tax evasion, and Tax avoidance. Personal Tax planning: computation of Gross total income, net taxable income, and tax liability for individuals, Old and new tax regimes for computation of tax liability of individuals. Filing of returns and Assessment, 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.	
Pedagogy	: Interactive Lectures/Discussions/ presentations/case study/ individual orgroup projects/ assignments/Class activities or a combination of some of these. The sessions shall be interactive to enable peer group learning.
Reference/Readings	1. Mittra S., Rai S., Sahu A., Starn H. (2020). *Financial Planning* : *Theory and Practice*. Sage Publication. 2. Murali S., Subbakrishna K. R. (2018). *Personal Financial Planning*. Himalaya Publishing House. 3. Mehrotra, H. C. (2020). *Income Tax including Tax Planning and Management.* Sahitya Bhawan Publications, Agra.
Course Outcomes	Upon the completion of this course the learners will be able to: **CO1.** Explain the concept and process of personal financial planning and wealth management. **CO2.** Assess individual risk profile and identify appropriate asset allocation including insurance needs. **CO3.** Design suitable retirement plans for individuals. **CO4.** Perform computations for determining individual tax liabilityand recommend measures for tax planning.

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Programme : MBA (Financial Services)

Course Code : FSTR-506

Course Title : **Financial Econometrics**

Number of Credits : **4**

Effective from AY : 2022-23

Pre-requisite: FSTR-503 or FSTR-504

Need for 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	To familiarize learners with advanced regression models for cross-section data and equip them with knowledge and skills in application of time series and panel data modelling for forecasting and analysis.

Course Content

Unit 1	**: Introduction to Financial Econometrics and Advanced Regression Models**	**15 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**	**15 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**	**15 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**	**15 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 sessionsusing software E-views and Gretl applications.
Reference/Readings	1. Greene, W. (2004). *Econometric Analysis.* Prentice Hall, New York. 2. Gujarati, D. (2004). *Basic Econometrics*. McGraw Hill, New Delhi. 3. P., Kerry. (2000). *An Introduction to Applied Econometric: Time Series Approach*. Palgrave Macmillan, New York. 4. Ramu, R. (2002). *Introductory Econometrics with Applications*. Thomson South Western, Singapore. 5. Wooldridge (2006). *Introductory Econometrics*. Thomson-South Western, Singapore.
Course Outcomes	: Upon completion of the course learners will be able to: **CO1.** Apply probability-based models including LPM, logit, probit and Tobit models to financial data. **CO2.** Perform forecasting by developing ARIMA, Markov Regime switching models and VAR Models and examining long-run relationship between financial variables using Johansen's cointegration and ARDL models. **CO3.** Forecast financial market volatility using advanced GARCH volatility models and Kalman filter. **CO4.** Demonstrate ability to develop useful panel data models with appropriate diagnostic procedures.

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