

FACULTY OF MANAGEMENT STUDIES (FMS)
(An ISO 9001:2015 Certified)

**SCHEME OF EXAMINATION
AND
COURSE OF STUDY**

For

MASTER OF BUSINESS ADMINISTRATION (BUSINESS ECONOMICS)
(Under Choice Based Credit System)

**Session: 2020
(Semester: I - IV)**



GURUKULA KANGRI VISHWAVIDYALAYA, HARIDWAR- 249404
"Deemed to be university u/s 3 of UGC Act 1956"

C/GE/ FC	Subject Code	Subject Title	Hours per week			Cre dit	Evaluation Scheme			Subject Total
			L	P/ CS	T		Internal Assessment		ES E	
							CT	TA		
M.B.A. I Year										
Semester – I										
C	MBE– C101	Vedic Management	3		-	3	20	10	70	100
C	MBE– C102	Managerial Economics	3	-	-	3	20	10	70	100
C	MBE– C103	Business Law	3	-	-	3	20	10	70	100
C	MBE– C104	Management Process & Organisational Behaviour	3		-	3	20	10	70	100
C	MBE– C105	Quantitative Methods	2	-	1	3	20	10	70	100
C	MBE– C106	Business Communication	2	1		3	20	10	70	100
C	MBE– C107	Accounting for Managers	2	-	1	3	20	10	70	100
C	MBE– C108	Computer Applications in Management	2	1	-	3	20	10	70	100
						24	TOTAL			800
Semester – II										
C	MBE– C201	Business Environment	3	-	-	3	20	10	70	100
C	MBE– C202	Management Science	2	-	1	3	20	10	70	100
C	MBE– C203	Research Methodology	3	-	-	3	20	10	70	100
C	MBE– C204	International Economics & Foreign Trade	2	1	-	3	20	10	70	100
C	MBE– C205	Financial System & Business Finance	2	1	-	3	20	10	70	100
C	MBE– C206	Marketing Management	2	1	-	3	20	10	70	100
C	MBE– C207	Risk Management & Insurance	2	1	-	3	20	10	70	100
C	MBE– C208	Indian Ethos and Human Quality Development (HQD)	3		-	3	20	10	70	100
						24	TOTAL			800
M. B.A. II Year										
Semester – III										
C	MBE– C301	Summer Project (Viva)	-	3	-	3	20	10	70	100
C	MBE– C302	Project Management	3	-	-	3	20	10	70	100
C	MBE– C303	Econometrics	3	-	-	3	20	10	70	100
C	MBE– C304	Strategic Management	3	-	-	3	20	10	70	100
DSE	MBE– E---	Group I Elective I	2	1	-	3	20	10	70	100
DSE	MBE– E---	Group I Elective II	2	1	-	3	20	10	70	100
DSE	MBE– E---	Group II Elective I	2	1	-	3	20	10	70	100
DSE	MBE– E---	Group II Elective II	2	1	-	3	20	10	70	100
						24	TOTAL			800
Semester – IV										
C	MBE – C401	Dissertation (Specialization)*		6	-	6	40	20	140	200
C	MBE – C402	Business Analytics	2	1	-	3	20	10	70	100
C	MBE – C403	Entrepreneurship Development	3	-	-	3	20	10	70	100
DSE	MBE-E---	Group I Elective III	2	1	-	3	20	10	70	100
DSE	MBE-E---	Group II Elective III	2	1	-	3	20	10	70	100
						18	TOTAL			400
TOTAL CREDITS						90	G. TOTAL			2800

L=Lecture P=Practical CS=CaseStudy CT=Class Test TA=TeacherAssessment ESE=End semester Examination
C=Core Paper DSE=Discipline Specific Elective

LIST OF ELECTIVES III & IV SEMESTER

Note: Student can take any **Two** of the following groups/specialization each having two papers with the conditions that a minimum of 20 students are in a group.

Group : LIFE INSURANCE

- MBE – E301/401 Practice of Life Insurance
- MBE– E302/402 Legal Aspects of Life Insurance
- MBE– E303/403 Life Insurance Underwriting
- MBE– E304/404 Group Insurance and Retirement Schemes
- MBE – E305/405 Health Insurance

Group : GENERAL INSURANCE

- MBE– E306/406 Practice of General Insurance
- MBE– E307/407 Fire&MarineInsurance
- MBE– E308/408 Motor & Miscellaneous Accident Insurance
- MBE– E309/409 Principle & Practice of General Insurance and Survey & Loss Assessment
- MBE– E310/410 General Insurance Accounts Preparation and Regulation of Investment

Group : INTERNATIONAL BUSINESS

- MBE– E311/411 International Trade Practices, Procedures and Documentation
- MBE– E312/412 International Financial Management
- MBE – E313/413 International Financial System and Markets
- MBE – E314/414 India's Foreign Trade Policy
- MBE - E315/415 International Brand Management

Group : SMALL BUSINESS & ENTREPRENEURSHIP MANAGEMENT

- MBE – E316/416 Start-Up Studies
- MBE – E317/417 Small Business Environment & Management
- MBE – E318/418 New Enterprise Management
- MBE – E319/419 Ethics and Business Governance
- MBE – E320/420 Legal Aspects of Business

Group : MARKETING

- MBE – E321/421 Marketing of Services
- MBE – E322/422 Retailing Management
- MBE – E323/423 Event Management
- MBE – E324/424 International Marketing Management
- MBE – E325/425 Rural Marketing

Group : HUMAN RESOURCES

- MBE – E326/426 Industrial Relations
- MBE– E327/427 Human Resource Development
- MBE – E328/428 Labour Law
- MBE – E329/429 Competency Mapping and Development
- MBE – E330/430 Organisational Change and Development

Group : FINANCE

- MBE– E331/431 Management of Financial Services
- MBE– E332/432 Taxation
- MBE– E333/433 Investment Management and Financial Engineering
- MBE – E334/434 Working Capital Management
- MBE– E335/435 Management of Banks

MASTER OF BUSINESS ADMINISTRATION-BUSINESS ECONOMICS (MBA-BE):

The M.B.A (B.E.) course aims at providing inputs to the students relevant to the business, industry and trade so that they can function in different organizations and face the challenges arising there from. The course not only aims at providing knowledge and skills in different areas of management, but also provides inputs necessary for the overall development of the personality of the students.

The structure of the Course is designed in a way that students have to study the core courses from different functional areas of management that are made compulsory. Later on, specializations are offered in functional areas where the students can opt for two specializations out of the seven offered: Life Insurance, General Insurance, International Business, Small business Entrepreneurship Management, Marketing, HR, Finance. Right from the beginning of the course, the focus is on providing relevant inputs through case discussion/ analysis, simulation games, note plays etc. keeping in mind the current business scenario. Broadly, the course is of two years divided into four semesters, first two semesters having eight papers of 40 sessions each of one-hour duration. The third and fourth semesters contain a combo of core papers and discipline specific elective papers. There is a system of dual specialization. The students will have to opt for two functional areas for their specialization, having four papers (TWO in third semester and TWO in the fourth semester) from discipline specific electelective groups 1 and 2. Summer Training of 6/8 weeks is compulsory for every student pursuing the course, which they have to undergo between second and third semester. Dissertation and Viva are the integral part of the course.

EVALUATION OF PAPERS:

Every paper/course will carry maximum marks of 100 (70 marks for semester examination and 30 marks for internal assessment, as per rules). Internal Assessment will consist of two components (i) Class Test (20 marks) (ii) Teacher Assessment (10 marks).

The question paper shall consist of two sections (Sec.-A and Sec.-B). Sec.-A shall contain 10 short answer type questions out of which any 5 have to be answered carrying 6 marks. Sec.-B shall contain 8 long answer type questions of 10 marks each and student shall be required to attempt any four questions. Examiners can give case study(case based questions) in lieu of two questions(case study of 20 marks). Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the syllabus should be strictly followed while setting the question paper.

SUMMER TRAINING AND ITS PROJECT REPORT:

1. At the end of second semester examination, every student of MBA will undergo industrial training in any manufacturing, service, financial organization or a NPO. The training will be of 6 to 8 weeks duration.
2. During the training, the student is expected to learn about the organization and analyse/suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.
3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.
4. The student, after the completion of training will submit a report to the Faculty/Department, which will form the part of third semester examination. However, the report must be submitted latest by 31st August during third semester.
5. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Training Project Report. The report should ordinarily be based on primary data. It should reflect in depth study of micro problem, ordinarily assigned by the organization where student undergoes training. Relevant tables and bibliography should support it. One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problems faced. This chapter will form part I of the Report. Part II of the Report will contain the study of micro research problem. The average size of Report ordinarily will be 70 to 100 typed pages in standard font size (12) and double spacing. One report, duly typed on A-4 sized paper in the hard bound (paper back) form is to be submitted to the Faculty/Department for evaluation and other shall be retained by the student after getting both the reports duly forwarded by Head and Dean of the Faculty.
6. The Report should have one certificate duly signed by the Reporting Officer of the organization where the student has undergone training and this certificate is to be countersigned / forwarded by the Head and Dean of the faculty before submission in the department.
7. Evaluation of report and Viva shall be conducted by both external and internal examiner with external evaluation of 70 marks and internal evaluation of 30 marks.
8. A late fee of Rs. 1000 will be paid by the student, if he/she fails to submit the report by 31st August.

*** DISSERTATION AND ITS REPORT**

In fourth semester, candidates will have to submit a Research Project Report on a problem/topic (from the Specialization areas) assigned by the Department under the supervision of a faculty member of the department. The research project report will carry 200 marks. Evaluation of report and Viva shall be conducted by both external and internal examiner with external evaluation of 140 marks and internal evaluation of 60 marks. The report will contain the objectives, scope of the study, significance of study, research methodology, results, interpretation, conclusions and recommendations. It will contain relevant review literature, charts, diagrams and bibliography. A certificate of the Supervisor and the Head of the Department certifying the authenticity of the report shall be attached therewith. The student will submit three copies of the report to the Head of the program. The average size of Report ordinarily will be 100-125 typed pages in standard font size (12) and double spacing. One report, duly typed on A-4 sized paper in the hard bound (paper back) form is to be submitted to the Faculty/Department for evaluation and other shall be retained by the student after getting both the reports duly forwarded by Head and Dean of the Faculty.

2017 Onwards

1. Students having more than 70% marks (Aggregate) in previous semesters can only take Dissertation. Students who have Job/Training offers from reputed organizations can also take/do dissertation.
2. Students doing dissertation shall study only two core subjects. Dissertation fieldwork shall start after completion of courses(Core Subjects) in the first month of IV th semester.(Latest by 28 th February)
3. Students not doing dissertation shall study FOUR Subjects (TWO CORE + TWO ELECTIVES)

MBE I Year	MBE-C101		Semester-I		
	Vedic Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30 (20+10)	70	100	03	40

OBJECTIVE: The basic purpose of this course is to develop an insight into ancient Indian tradition of vedic management.

- Introduction to Vedas, ManuSmriti: Code of ideal human conduct, Management Practices from Kautilya's Arthashastra **(9Hours)**
- Purusarthas (Absolute Attainments), The Role of a Manager, Leadership: an Indian vision–Qualities of a leader, Lessons taught by Indian Scriptures. **Case Study1:** Organisational Leadership. **(8Hours)**
- Self-management, Management of Men and Motivation-as viewed in Vedic Philosophy, Managerial and Corporate Excellence. **(6Hours)**
- Business Ethics, Managing Ethics, Ethical Decision-Making, Indian Ethos for Management, Value-Oriented Holistic Management. Corporate Ethics. **Case Study2:** Ethical Dilemma. **(9Hours)**
- Theory of Karma Siddhanta, Gita and the Art of Successful Management, Individual Discipline, Family and Social Discipline, National Discipline. **Case Study3:** Sahara India. **(8Hours)**

SUGGESTED READINGS:

1. Chakravarty, A. E. (2001). *The Geeta And The Art Of Successful Management*. Harper Collins Publishers India Pvt. Ltd., New Delhi.
2. Dave, N. V. (2003). *Vedanta and Management*. Deep & Deep Publications Pvt. Ltd. New Delhi.
3. Dwivedi, R.S. (2000). *Corporate Excellence (The Eternal Quest)*. Macmillan India Limited. New Delhi.
4. Ganeshdas, A. S. (1996). *Dharma Ratnam*. Roop Nagar. Sadhubela Foundation. New Delhi.
5. Murthy, C.S.V. (2006). *Business Ethics (Text and Cases)*. Himalaya Publishing House. New Delhi.
6. Ranganathananda, Swami. (2000). *Human Values in Management* (3rd ed.). Bhartiya Vidya Bhawan. Mumbai.
7. Sharma, R. N. (1998). *Manusmriti*. Chaukhamba Sanskrit Pratishthan, New Delhi.
8. Sherlekar, S. A. (1998). *Ethics in Management*. Himalaya Publishing House, New Delhi.
9. Vaidya, C.V. (2005). *History of Sanskrit Literature*. Parimal Publications. New Delhi.
10. Anubhavananda, S., & Kumar, A. (2017). *Ethics in Management (Insights from Ancient Indian Wisdom)*. New Delhi: Ane Books Pvt. Ltd.
11. **Case Study 1:** Anubhavananda, S., & Kumar, A. (2017). *Ethics in Management (Insights from Ancient Indian Wisdom)*. (PP:331-343), New Delhi: Ane Books Pvt. Ltd.
12. **Case Study 2:** Murthy, C.S.V. (2015). *Business Ethics: Text and Cases*. (PP:594-595), Mumbai: Himalaya Publishing House.
13. **Case Study 3:** Sharma, J.P. (2018). *Corporate Governance: Business Ethics and CSR*. (PP:590-616), New Delhi: Ane Books Pvt. Ltd.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

MBE I Year	MBE-C102		Semester-I		
	Managerial Economics				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30 (20+10)	70	100	03	40

OBJECTIVE: The objective of this course is to acquaint the participants with the concepts and techniques used in economic theory and to enable the to apply this knowledge in business decision making. Emphasis is given to changes in then a ture of business firms in the context of globalization.

- Concepts and Techniques of Managerial Economics, Nature of Business decision.making, Marginal Analysis. **(8Hours)**
- TheoryofDemand:DemandFunction,IncomeandSubstitutionEffects,Revealed Preference approachand Demand Forecasts,ProductionandCost,ReturnstoScale,CostCurvesandBreak.EvenAnalysis.**Case Study 1:Shopping centre Europa– when threats become opportunities (8Hours)**
- Theory of Firm. Profit Maximization, SalesMaximization, Market Structure, Perfect Competition, Monopoly, Oligopoly, Non Price Competition. **(8Hours)**
- MacroEconomics:AggregatesandConcepts.GNP andGDP,Aggregate Consumption, Gross Domestic Savings, Gross Domestic Capital Formation. **(8Hours)**
- Balance of Payments, Money Supply,Monetary Policy, FiscalPolicy, Concept and Measurement of National Income, Determination of National Income. **Case Study 2: Economics behind the internationalization of Biocon India Ltd. (8Hours)**

SUGGESTED READINGS:

1. Adhikary, M., (2001). *Business Economics*. Excel Books, New Delhi.
2. Peters, Lewis & Jain, (2008). *Managerial Economics*. Prentice Hall,New Delhi.
3. Dwivedi, D.N., (2009). *Managerial Economics*. Vikas Publishing House Pvt Ltd,New Delhi.
4. Gupta, G.S., (2001). *Managerial Economics*. Tata McGraw Hill Education, New Delhi
5. Keat, P., & Young, P.K., (2008). *Managerial Economics*. Prentice Hall,New Delhi.
6. McGuigan, J.R., & Moyer, R.C., (2007). *Managerial Economics;Application, Strategies, and Tactics*. South.Western College Publication,USA.
7. **Case Study 1:** Ieva Kvedaravičienė, Lilija Vilkančiene, (2013) "Shopping centre Europa – when threats become opportunities", Emerald Emerging Markets Case Studies, Vol. 3 Issue: 6, pp.1-5, <https://doi.org/10.1108/EEMCS-06-2013-0076> Permanent link to this document: <https://doi.org/10.1108/EEMCS-06-2013-0076>
8. **Case Study 2:** Palakh Jain, (2013) "Economics behind the internationalization of Biocon India Ltd", Emerald Emerging Markets Case Studies, Vol. 3 Issue: 7, pp.1-20, <https://doi.org/10.1108/EEMCS-08-2013-0163> Permanent link to this document: <https://doi.org/10.1108/EEMCS-08-2013-0163>

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBE- I Year	MBE-C103		Semester-I		
	Business Law				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30	70	100	03	40

OBJECTIVE:The objective of this course is to acquaint the participants with the concepts and techniques used in economic theory and to enable them to apply this knowledge in business decision making. Emphasis is given to changes in the nature of business firms in the context of globalization.

- Contract Act, 1872: Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract by performance, Impossibility and Frustration, Breach, Damages for breach of a contract, Quasi contracts, Contract of Indemnity and Guarantee. **(9Hours)**
- Partnership Act, 1932: Definition of Partnership and its essentials, Rights and Duties of Partners : Types of Partners, Minor as partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firm. **(6Hours)**
- Sale of Good Act, 1930: Definition of a Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods, Remedies for Breach. **Case Study1:** Feixiang to FOTILE: growth of a family business. **(7Hours)**
- Negotiable Instrument Act 1881: Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course, Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques. **(9Hours)**
- Companies Act, 1956: Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors: Their powers and duties, Meetings, Winding up. **Case Study2:** A new business model to Chinese style agricultural industrialization **(9Hours)**

SUGGESTED READINGS:

1. Gulshan J.J.(2014). *Business Law Including Company Law*. New Age International Publisher, New Delhi.
2. Kuchhal M.C.(2014). *Business Law*. Vikas Publication, New Delhi.
3. Avtar Singh.(2012). *Principles of Mercantile Law*. Eastern Book Company, Lucknow.
4. Relevant Acts
5. **Case Study1:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621211312910>.
6. **Case Study2:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621211312956>

NOTE:The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA(BE) I Year	MBE-C104		Semester-I		
	Management Process And Organisational Behaviour				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30 (20+10)	70	100	03	40

OBJECTIVE: The objective of this paper is to familiarize the student with basic management concepts and behavioral Processes in the organisation.

- Evolution of Management Thought, Systems and Contingency approach for understanding organisations. **(8Hours)**
- Managerial Processes, Skills and Roles in an Organisation, Social Responsibility of Business. **(8Hours)**
- Understanding and Managing Individual Behavior Personality, Perceptions, Values, Attitudes, Learning, Work Motivation, Individual Decision making and problem solving. **Case Study 1:** Equity in Academia. **(8Hours)**
- Understanding and Managing Group Processes- Interpersonal and Group Dynamics, Group Decision Making. **Case Study 2:** Group Dynamics: A Difficult Task Force. **(8Hours)**
- Leadership and Influence Process, Understanding and Managing Organisational System, Organisational Design and Structure, Work Stress and Stress Management. **Case Study 3:** Managing Stress and Worklife Balance, Stress takes its toll. **(8Hours)**

SUGGESTED READINGS:

1. Koontz, H. & Wehrich, H. (1995). *Management*. McGraw Hill, New York.
2. Luthans F. (1995). *Organizational Behaviour*. McGraw Hill, New York.
3. Robbins S.P. (1996) *Management*, New Jersey, Englewood Cliffs, Prentice Hall Inc.
4. Robbins S.P. (1996). *Organizational Behaviour*; 7th ed. Prentice Hall of India, New Delhi.
5. Singh, Dalip (2000). *Emotional Intelligence at Work*, Sage Publications, Delhi.
6. Staw, B.M., Englewood, Cliffs (1995). *Psychological Dimensions of Organizational Behaviour*; 2nd Ed. Prentice Hall Inc., New Jersey.
7. Stoner J. (1996). *Management*; 6th ed. Prentice Hall of India, New Delhi.
8. Udapa, Yoga, K.N, Mohan (2000). *Stress and its Management*. Motilal Banarasi Das, Varanasi.
9. **Case Study 1:** Aithal, P.S. (2016-2017). Organization Behaviour. Chapter-8, Case 6, Equity in Academia. Organizational Change And Development : Spooked by Computres. *Institute of Management Studies, Mangalore-575001*. pp. 17-18
10. **Case Study 2:** <http://college.cengage.com/business/moorhead/organizational/6e/students/cases/index.html>
11. **Case Study 3:** <http://college.cengage.com/business/moorhead/organizational/6e/students/cases/index.html>

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBE I Year	MBE--C105		Semester-I		
	Quantitative Methods				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30(20+10)	70	100	03	40

OBJECTIVE:The objective of this paper is to make the students familiar with some basic statistical tools and linear programming technique. The main focus however is on their applications in business decision making.

- Mathematical basis of Managerial Decision-Concepts, steps in decision theory, Matrices- Addition, subtraction, Multiplication, Inverse of Matrices by cramer's Rules, Frequency Distribution and their Analysis, **Case Study1-** Utilization of quantitative methods in decision making among Nigerian university libraria. **(7Hours)**
- Probability Theory and Probability Distributions- Binomial, Poisson, Normal distribution. **(6Hours)**
- Correlation and Regression Analysis- Karl Pearson's coefficient of correlation, Rank correlation, Simple regression, Test of Hypothesis —t, Z and chi square tests, F- test, **Case Study2-** Correlation and Regression in quantitative Technique **(12Hours)**
- Analysis of Time Series: Components of a Time Series, Determination of secular Trend and Seasonal Variations in business data, Least Squares Method as a Tool for Forecasting. **(8Hours)**
- Linear Programming—Basic Concepts Formulation, Graphical Methods, Simplex Methods. **(7Hours)**

SUGGESTED READINGS:

1. Anderson, D.R., Sweeney, D.J., Williams, T.A., Camm, J.D., Cochran, J.J., Fry, M.J., & Ohlmann, J.W., (2013).
2. Quantitative Methods for Business. Cengage Learning, New Delhi.
3. Beri, G.C. (2005). Business Statistics. Tata McGraw Hill, New Delhi.
4. Brandimarte, P., (2012). Quantitative Methods: An Introduction for Business Management. John Wiley & Sons, USA.
5. Curwin, J., & Slater, R., (2008). Quantitative Methods for Business Decisions. Thomson Learning, London.
6. Dewhurst, F. (2006). Quantitative Methods for Business and Management. McGraw Hill, New Delhi.
7. Curwin, J., & Slater, R., (2004). Quantitative Methods: A Short Course. Thomson Learning, London.
8. Keller, G. (2009) Introduction to Statistics. Cengage Learning, New Delhi
9. Levine, D.M, Kribbeil, T. C, Berenson.M and Vishawanath, P.K. (2011). Basic Statistics: A First Course. Pearson Education. New Delhi.
10. Levin, R.I., & Rubin, D.S., (2009). Statistics for Management. Pearson Education Inc, New Delhi.
11. Sharma, J.K. (2007). Business Statistics. Pearson Education. New Delhi.
12. Sharma, J.K., (2009). Quantitative Techniques for Managerial Decisions. Macmillan Publishers India Ltd, New Delhi.
13. **Case Study 1:** U. Selong Edem, Olu Olat Lawal, Library Management, Volume: 18 Issue: 1, 1997
14. **Case Study 2:** <https://www.scribd.com/document/239631325/Quantitative-Techniques-in-Business-Case-Study>

NOTE:The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBE I Year	MBE--C106		Semester-I		
	Business Communication				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30(20+10)	70	100	03	40

OBJECTIVE: The Course is aimed at equipping the students with the necessary concepts, techniques and skills of communication to inform others and to inspire and motivate them to get their cooperation in the performance of their jobs. Students are encouraged to follow these skills as self-study and self-driven process.

- Introduction, Importance, Role and Process of Business Communication, Verbal and Non Verbal Communication, Effective Communication, Directions of Communication and Barriers to Communication. **Case Study1:** Profile of an Effective Communicator. **(8Hours)**
- Individual Communication. Letters and Memos, Group Communication. Circulars and Notices, The Process of Writing Commercial letters. Routine Requests & Replies, Claim & Adjustment letter. **(8Hours)**
- Meetings. Agenda and Notice, Press Release, Seminars & Conferences, Group Discussions, Public Speaking, Legal Issues in Communication, Public Relations. **(8Hours)**
- Negotiation Skills, Presentation Skills, Writing a Business Report, Resume and Job Application letter, The Job Interview. **Case Study2:** The Presentation Effect **(8Hours)**
- Electronic Communication, Fax, E.mail, Internet and Multimedia, Office Administration and Management, Business Etiquette. **(8Hours)**

SUGGESTED READINGS:

1. Baugh, Frazier & Thomas (1995). *How to write first class Business Correspondence*. MacGraw Hills, New Delhi.
2. Borg J, (2008). *Body Language. (7 easy lessons to master the silent language)*. Pearson Education, New Delhi.
3. Chaturvedi, P.D. & Chaturvedi, M. (2004). *Business Communication (Concepts, Cases and Applications)*, Pearson Education, New Delhi.
4. Hudson, R.H., (2006). *Business Communication*. 5th Edition. Jaico Publishing House, Mumbai.
5. Kitty Locker & Kaczmarek (2010). *Business Communication, Building Critical Skills*. McGraw.Hill, New Delhi.
6. Krishna Mohan & Meera Banerji (2000). *Developing Communication Skills*. Macmillan India Ltd, New Delhi.
7. Lesikar, R.V., Flatley, M.E., Rentz, K. and Pande, N. (2008). *Business Communication: Making Connections in a Digital World*; 11th Edition. Tata McGraw.Hill, New Delhi.
8. Murphy Herta A & Peck (1997). *Effective Business Communications*. Tata McGraw Hill, New Delhi.
9. Chopra, R.K. & Chopra, A. (2009). *Office Management*. Himalaya Publishing House, New Delhi.
10. Ober, S. (2007). *Contemporary Business Communication*. PHI, New Delhi.
11. Treece, Malra, (1994). *Successful Business Communication*. Allyn and Bacon, Boston
12. **Case Study 1:** Chaturvedi, P. D., & Chaturvedi, M. (2013). Business Communication: Skills, Concepts, and Applications. PP 1-6. New Delhi: Dorling Kindersley (India) Pvt. Ltd.
13. **Case Study 2:** Chaturvedi, P. D., & Chaturvedi, M. (2013). Business Communication: Skills, Concepts, and Applications. PP 240. New Delhi: Dorling Kindersley (India) Pvt. Ltd

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBE I Year	MBE--C107		Semester-I		
	Accounting for Managers				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30(20+10)	70	100	03	40

OBJECTIVE: The basic purpose of this course is to develop an insight of Postulates, Principles and Techniques of accounting and utilization of financial accounting information for planning, decision making and control.

- Financial Accounting . Concept, Importance and Scope, Generally Accepted Accounting Principles, Recording of Financial transactions. Journals, Ledger, Cash book, Subsidiary books, Trial balance, Adjustments and Rectification of errors. **(8Hours)**
- Revenue Recognition and measurement, matching of revenue and expenses: Inventory pricing and Valuation. Long term assets and Depreciation Accounting Preparation of Financial Statements: Profit and Loss account, Balance Sheet and related concepts. **(8Hours)**
- Management Accounting . Concept, Need, Importance and Scope, Accounting Ratios: Meaning, Significance and Limitation. Classification, Computation and Interpretation of Liquidity Ratios, Leverage Ratios, Activity/Turnover Ratio and Profitability Ratios. **Case Study1:** Details of project M/S SwarupaBamboo Works. **(8Hours)**
- Techniques of Financial Analysis: Meaning and need, Preparation and Interpretation. Cash flow analysis. Concept, Preparation & Interpretation, Budget and Budgetary Control, Zero.BaseBudgeting. **Case Study2:** Investing in brewpub: a capital budgeting analysis **(8Hours)**
- Human resources accounting, Inflation accounting, Replacement of machinery, NPV, Payback period, Internal Rate of return, International accounting standards. **(8Hours)**

SUGGESTED READINGS:

1. Bhattacharyya, D. (2010). *Management Accounting*. Pearson education India, NewDelhi.
2. Kumar, G.A. (2010). *Management Accounting*. Pearson Publication, NewDelhi
3. Kuppappally, J. J. (2008). *Accounting for Managers*. Prentice Hall of India, NewDelhi.
4. Lucey T. (2003). *Management Accounting*. Cengage Learning EMEA.
5. Mathur, S.B. (2010). *Management Accounting*. Tata McGraw Hills, NewDelhi.
6. Noreen, Brewer And Garrison (2011). *Managerial Accounting For Managers*. Tata McGraw Hill Education.
7. Noreen, E. W. (2011). *Managerial Accounting For Managers*. Tata McGraw Hill, NewDelhi
8. Pandey, I.M. (2006). *Management Accounting*. Vikas Publishing House, NewDelhi.
9. Schatzberg, J. (2010). *Introduction to Management Accounting*. Pearson Publication, NewDelhi.
10. **CaseStudy1:** <http://www.scdl.net/downloads/samplecsfin.pdf>
11. **CaseStudy2:** <https://nebula.wsimg.com/98959ad3e517da1fd3b2599897591449?AccessKeyId=A83663472B839ECDD54B&disposition=0&alloworigin=1>

NOTE The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time:.

MBE I Year	MBE--C108		Semester-I		
	Computer Applications in Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30(20+10)	70	100	03	40

OBJECTIVE:The purpose of this paper is to develop a basic understanding of computers & management information system and their use in the business organizations. The students are required to know only basics of hardware and software.

- Evolution of Computers, Computer Generations, Basic Computer organization, Classification of Computers. Lab **(1 hour)** **(7Hours)**
- Input Devices, Processor and Memory Hierarchy. Read Only Memory. Ram, Rom and CPU Interaction. Types of Secondary Storage Devices. Magnetic Tape. Magnetic Disk. Types of Magnetic Disks, Optical Disk. Magneto-Optical Storage Devices. Universal Serial Bus, Mass Storage Devices, Output devices . Lab **(1 hour)** **(7Hours)**
- Computer Software, Application Software Packages. Basics of Word Processing package (MS.Word), Spreadsheet Package (MS.Excel), Presentation Graphics Package (MS.PowerPoint), Basics of PageMaker Basics of CorelDraw, Adobes Photoshop.Lab **(1 hour)** **(7Hours)**
- Business Data Processing – Definition, Data Storage, Hierarchy, Standard Methods of Organizing Data, Database Management System, Computer Networks (LAN and WAN only) Computer Security: Computer Security. Malicious Programs. Cryptography. Digital Signature. Firewal. User Identification and Authentication. Data Backup and Recovery.Lab **(1 hour)** **(7Hours)**
- Internet-Brief History, Web page, Website Browsers, URL, Hypertext, IS Web server applicatione-mail Instant messaging, Internet telephony, Video conferencing, Role of IT in Business, Information Systems-Introduction, Definition and Categories. Lab **(1 hour)** **(7Hours)**

SUGGESTED READINGS:

1. Goel, A. (2010). *Computer Fundamentals*. Pearson Education, New Delhi.
2. Leon, A., & Leon, M. (2005). *Principles of IT*. Vikas Publishing House Pvt. Ltd. New Delhi.
3. Madan, S. (2011). *Student's Guide to IT*. Taxmann Allied Services Pvt. Ltd, New Delhi.
4. Madan, S.(2006). *Introduction to Essential Tools*. Mayur Paperbacks,Noida.
5. Murthy, C.S.V. (2001). *Management Information Systems – Text & Applications*. Himalaya Publishing House, New Delhi.
6. McLeod, Raymond, Schell, & George, P. (2007). *Management Information System* (10th ed.). Pearson Education Inc, USA..
7. Prasad,L.M. & Prasad,Usha. (2010). *Management Information Systems*. Sultan Chand & Sons, New Delhi.
8. Rainer, Turban & Potter. (2005). *Introduction to Information Technology*. John Wiley & Sons Inc.USA.
9. Sinha, P. K., & Sinha, U. (2004). *Computer Fundamentals* (3rd Ed). BPB Pulications, New Delhi.

NOTE:The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

SECOND SEMESTER

MBE I Year	MBE--C201		Semester-II		
	Business Environment				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30(20+10)	70	100	03	40

OBJECTIVE: The primary objective of this course is to acquaint the students with emerging global trends in business environment.

- **Economic Systems:** Globalization of Indian Economy, Aspects of Human Development, Introduction to International Business, Modes of International Business, Absolute advantage, Comparative advantage, theory of Country size. **(8Hours)**
- **The Business Environment:** The Economic and Political Environment, The Human and Cultural Environment, Trade and Investment—Governmental Influence on Trade and Investment, Determination of Trading Partner's Independence, Interdependence and Dependence, Country Evaluation and Selection, Scanning for Alternatives, Country Comparison Considerations, Tools for Comparing Countries, Diversification vs. Concentration Strategies, Investment Proposal Evaluation. **Case Study 1:** Industrial relations in Botswana – workplace conflict: behind the diamond sparkle. **(8Hours)**
- **Marketing:** Market size analysis, Product Policy, Pricing Promotion and Distribution, Finance: Internal Sources of Funds, Global Cash Management, Financing International Trade, Risk Management and Financial Aspects of the Investment Decisions, Multinational Accounting and Tax Functions: Factors Influencing the Development of Accounting, Transactions in Foreign Currency, Translating of Foreign Currency, Financial Statements, Taxation of Foreign, source income, Double.Tax Treaties **(8Hours)**
- **Human Resource Management:** Management Qualifications and Characteristics, International Managerial Transfers, Management Recruitment and Selection, International Development of Managers, Training, Market Differences. Production: Production and Export Strategies, Forms of Foreign Involvement. **(8Hours)**
- **Regional Blocks:** Cross – National Cooperation and Agreement, GATT and UNCTAD, Trading Blocks— EC, NAFTA, East Asia, Special Trading Arrangements of Trading Blocks with Developing Countries, Monetary Block, International Business Diplomacy: Negotiating an International Business, Issues in Asset Protection, Multilateral Settlements, Consortium Approaches, External Relations Approach. **Case Study 2:** Going international through successful partnerships: the case of GIAS. **(8Hours)**

SUGGESTED READINGS:

1. Alworth , &Julian, S.(1988). *The Finance, Investment & Taxation Decisions of Multinationals*. Basil & Blackwell. London.
2. Bhalla ,V.K. (1990). *World Economy in 90's; A Portfolio Approach.*:Anmol Publications.,New Delhi.
3. Daniel, J.D. & Radebangh. (2001). *International Business..*A.Wesley, NY,USA
4. Eiteman, D.K .,& Stonchill, A.I.(1992). *Multinational Business Finance*.A.Wesley, NY,USA
5. Kreinin ,Mordechel, E.H.(1979). *International Economics*, Brace, USA.
6. Rugman, A. M.(1979). *International Diversification & the Multinational*. Lexington Books, Toronto.
7. **Case Study1:** Motsomi Ndala Marobela, "Industrial relations in Botswana – workplace conflict: behind the diamond sparkle", Emerald Emerging Markets Case Studies, (2011) , <https://doi.org/10.1108/20450621111170649>
8. **Case Study2:** Yamen Koubaa, Rym Srarfi Tabbane, Manel Hamouda, (2013) "Going international through successful partnerships: the case of GIAS", Emerald Emerging Markets Case Studies, Vol. 3 Issue: 1, pp.1-10, <https://doi.org/10.1108/EEMCS-11-2012-0193> Permanent link to this document: <https://doi.org/10.1108/EEMCS-11-2012-0193>

NOTE:The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBE I Year	MBE--C202		Semester-II		
	Management Science				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30(20+10)	70	100	03	40

OBJECTIVE: The objective of this paper is to familiarize the students with the principles and practice of Management Science

- Management Science: Basic Concepts and its role in decision making, Applications of Management Science in Business Organizations, Introduction to Linear Programming, Non-Linear Programming, Graphical and Simplex Method. **Case Study1:** Kiwanis Pancake Day– a service operations management. **(8Hours)**
- Assignment Models: Mathematical Formulation of Assignment Fundamental theorems, Hungarian Method for Assignment Problem, Unbalanced Assignment Problem, Variations in Assignment Problem. **(8Hours)**
- Mathematical Formulation, Metric form Transportation Problem, Feasible Solution, Basic Feasible Solution and Optimum Solution, Moving towards Optimum Solution. Solution by N.W. Corner Rule, Least Cost Method & Vogel's Approximation Method. **Case Study2:** Bharat Tobacco: vendor selection and vendor rating. **(8Hours)**
- Simulation: Definition, Types, Uses, Limitations & Phases of Simulation, Even Type, Monte Carlo Simulation, Application of Simulation, Decision Theory: Types, Components of Decision Making, Decision Models, Decision Making under Uncertainty, Decision Tree Analysis. **Case Study3:** Customer asset management at DHL in Asia. **(8Hours)**
- Queuing Theory: Waiting Line Models, Inventory Management, Job Sequencing, Project Management by PERT and CPM. Game theory: Characteristic of Game Theory, Minimax Criterion & Optimal Strategy. Theoretical Introduction to Gamification. **(8Hours)**

SUGGESTED READINGS:

1. Barry, Render, Ralph, M. & Michael, E., Hanna(2011). Quantitative Analysis, PHI, New Delhi.
2. Budnik ,Frank, S., Dennis, Mcleavey & Richard, Mojena (2003). Principles of Operations Research. All India
3. Traveller Booksheller, New Delhi,
4. Gupta, R. K. (2010). Operation Research. Krishna Prakash Media, Meerut.
5. Sharma, J. K.(2009). Operations Research.Theories and Applications. Macmillian India Ltd., New Delhi.
6. Sharma, S. D.(2007). Operation Research. Kedarnath & Co. Meerut.
7. Taha, H. A.(2008). Operation Research.An Introduction. Mc.Millan, New York.
8. Andrew Tiger, Robert Howard, (2011) "Kiwanis Pancake Day – a service operations management case study", Emerald Emerging Markets Case Studies, Vol. 1 Issue: 4, pp.1-5, <https://doi.org/10.1108/20450621111186147>
9. Monica Singhania, Gagan Gandhi, (2013) "Bharat Tobacco: vendor selection and vendor rating", Emerald Emerging Markets Case Studies, Vol. 3 Issue: 2, pp.1-8, <https://doi.org/10.1108/EEMCS-02-2013-0019>
10. Jochen Wirtz, Indranil Sen, Singh Singh, (2011) "Customer asset management at DHL in Asia", Emerald Emerging Markets Case Studies, Vol. 1 Issue: 1, pp.1-6, <https://doi.org/10.1108/2045062111117413>
11. **Case Study1:** Kiwanis Pancake Day– a service operations management
12. **Case Study2:** Bharat Tobacco: vendor selection and vendor rating.
13. **Case Study3:** Customer asset management at DHL in Asia

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBE I Year	MBE--C203		Semester-II		
	Research Methodology				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30(20+10)	70	100	03	40

OBJECTIVE: The objective of this course is to develop the research skills of the students in investigating the business problems with a view to arrive at objective findings, interpretation of data and conclusions of their investigation in the form of systematic reports.

- Research in Management: Definitions, Meaning, Scope and Objectives of Research, Different Approaches to Research – Scientific Methods and Non scientific Methods; Types of Business Research; The Research Process; Ethics in Business Research. **(8Hours)**
- Formulation and Definition of Business Research Problem; Formulation of Research Hypotheses Business Research Design – Meaning and Formulation; Research Design Classification – Exploratory Research Design (Secondary Data & Qualitative Research), Descriptive Research Design (Survey & Observation) and Causal Research Design (Experimentation). **(8Hours)**
- The Sampling Design Process; Types of Sample Design – Probability and Non-probability Sampling Designs; Size of Sample; Sampling Errors; Concept of Measurement and Scaling; Important Scaling Techniques. **Case Study 1: Attitudes Towards Technology and Lifestyle. (8Hours)**
- Questionnaires and Observation Forms; Questionnaire Design Process; Collecting Primary Data through Observations, Semi-structured Interviews, In-depth Interviews and Questionnaire; Processing of Research Data Editing, Coding, Classification and Tabulation. **Case Study 2: Telephonic Survey in South India (8Hours)**
- Basic Data Analysis – Overview of Univariate, Bivariate and Multivariate analysis, Descriptive Statistics; Univariate Statistics – Hypotheses Testing; Bivariate Analysis – Test of Differences and Measures of Association; Multivariate Analysis, Importance of the Report & Presentation; Business Report Format; Report Writing; **(8Hours)**

SUGGESTED READINGS:

1. Beri, G.C. (2008). Marketing Research. Tata McGraw Hill, New Delhi.
2. David, J. L., Ronald, S., Rubin. (1994). Marketing Research. PHI Learning Pvt. Ltd, New Delhi.
3. Donald R.C. & Pamela, Schindler (2010). Business Research Methods. McGraw Hill, New Delhi.
4. Kothari C.R. (2009). Research Methodology. Vishwa Prakashan, New Delhi.
5. Madan P., Paliwal V., Bhardwaj. R. (2010). Research Methodology. Global Vision Publishing House, New Delhi.
6. Malhotra, N.K. (2008). Marketing Research – An Applied Orientation. Pearson Education, New Delhi.
7. Panneerselvam, R. (2004). Research Methodology. PHI Learning Pvt. Ltd, New Delhi.
8. Saunders, Lewis & Thornhill (2003). Research Methods for Business Students. Pearson Education.
9. Tripathi P.C. (2002). Research Methodology. Sultan Chand & Co., New Delhi.
10. Wilkinson & Bhandarkar (2003). Methodology & Techniques of Social Research. Himalaya Publishing House, New Delhi.
11. Zikmund, W. G., Babin, B. J., Carr, J. C., Adhikari, A. & Griffin, M. (2017). Business Research Methods: A South-Asian Perspective. Cengage Learning India Pvt. Ltd, New Delhi.
12. **Case Study 1:** Zikmund, W. G., Babin, B. J., Carr, J. C., Adhikari, A. & Griffin, M. (2017). Business Research Methods: A South-Asian Perspective. Cengage Learning India Pvt. Ltd, New Delhi.
13. **Case Study 2:** Telephonic Survey in South India

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBE--C204					
MBE I Year	International Economics & Foreign Trade		Semester-II		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30(20+10)	70	100	03	40

OBJECTIVE: The purpose of this course is to offer a broad overview of the structure of international economics and foreign trade

- Introduction to International Economics: Theories of Inter and Intra-Industry Trade, Comparative Advantage, Classical Model, Heckscher-Ohlin Model, Technology Difference, Intra-Industry Trade. **(7Hours)**
- International Trade Policy: The Partial Equilibrium Analysis, The General Equilibrium Analysis, Trade Policy & Imperfect Competition and Theory of Customs Union. **Case study 1:** Krishnaveni Muthiah, (2011) "The glowing business growth and darkness beneath: Tirupur knitwear cluster of India", Emerald Emerging Markets Case Studies, Vol. 1 Issue: 1, pp.1-4, <https://doi.org/10.1108/2045062111126873> **(7Hours)**
- The GATT and WTO: Trade Policy and Less Developed Countries, Import Substitution vs. Export Promotion, Empirical Studies of Trade Policy, International Factor Movements, Direct Investments & Multinational Enterprise. **Case Study 2:** TARA Trade: a marketing challenge in Lebanon **(8Hours)**
- Balance of Payments & Foreign Exchange Markets: Foreign Trade & National Income, Capital Account. **(8Hours)**
- Determination of Exchange Rate: Determination of floating Exchange Rate, Fixed & Pegged Exchange Rates and International Monetary System, Devaluation, Exchange Rate Systems & Policy Coordination. **(10Hours)**

SUGGESTED READINGS:

1. International Economics, B.O.Sodersten & Geoffry Reed, Macmillan Press Ltd.
2. Competition in International Trade, Kierzkowski H., Monopolistic, Oxford Univ.Press.
3. International Trade Select Readings, J.N. Bhagwati, MIT Press Cambridge, N.A.
4. International Economics, Lindert P.H., Richard, D. Irwin, U.S.A.
5. International Financial Management, V. Sharan, PHI.
6. **Case Study 1:** Krishnaveni Muthiah, (2011) "The glowing business growth and darkness beneath: Tirupur knitwear cluster of India", Emerald Emerging Markets Case Studies, Vol. 1 Issue: 1, pp.1-4, <https://doi.org/10.1108/2045062111126873>
7. Permanent link to this document: <https://doi.org/10.1108/2045062111126873>
8. **Case Study 2:** Gina Vega, Nisreen Bahnan, (2013) "TARA Trade: a marketing challenge in Lebanon", Emerald Emerging Markets Case Studies, Vol. 3 Issue: 4, pp.1-17, <https://doi.org/10.1108/EEMCS-05-2013-0055>
Permanent link to this document: <https://doi.org/10.1108/EEMCS-05-2013-0055>.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBE I Year	MBE--C205		Semester-II		
	Financial System and Business Finance				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30(20+10)	70	100	03	40

OBJECTIVE:The objective of this course is to develop a basic understanding of banks and business finance in business organizations.

- Central Bank: Functions, Methods of credit control, effectiveness of credit control in development of Economics, Commercial Bank- Functions role of commercial banks in the Economic development of a country.

(7Hours)

Reserve Bank of India: Functions of RBI, Traditional functions, Promotional Functions, Supervisory functions, Credit control measures adopted by the RBI.

(7Hours)

- Finance: Finance functions, sources and cost of corporate funds, Capital Structure decision, Public Finance, Theory of Maximum Social Advantage. **Case Study 1:** Janalakshmi Financial Services Private Limited: strategic innovation to achieve financial inclusion

(8Hours)

Progressive and Promotional Taxation: Direct and Indirect Taxes, Impact and Incidence of Tax, Effects of Taxation on production and distribution, Public and private Expenditure, Factors affecting incidence of Tax. **Case Studies 2:** Giordano: positioning for international expansion

(8Hours)

- Emerging Trends in Accounting and Finance: Leasing, Operating Lease, Infrastructure Lease, Human Resource Accounting, Budget and Budgetary Control, Need and Importance of Budgets, Classification of Budgets. **(10Hours)**

SUGGESTED READINGS:

1. Shekhar & Shekhar, Banking Theory and Practice, HPH.
2. A Besant and C Raj, Corporate Financial Management, , TMH.
3. K.S. Sastry, Finance and Accounting, Sultan chand, N Delhi.
4. K.G. Gupta, Management Accounting, K.G.Publication.
5. **Case Study 1:**M. Abraham Dolphy, Mohan Gopinath, Edwin Castelino, (2012)"Janalakshmi Financial Services Private Limited: strategic innovation to achieve financial inclusion", Emerald Emerging Markets Case Studies, Vol. 2 Issue: 8, pp.1-18, [https:// doi.org/10.1108/20450621211306593](https://doi.org/10.1108/20450621211306593) Permanent link to this document: <https://doi.org/10.1108/20450621211306593>
6. **Case Study 2:** Jochen Wirtz, (2011) "Giordano: positioning for international expansion", Emerald Emerging Markets Case Studies, Vol. 1 Issue: 1, pp.1-13, <https://doi.org/10.1108/20450621111110500> Permanent link to this document: <https://doi.org/10.1108/20450621111110500>

NOTE:The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBE I Year	MBE--C206		Semester-II		
	Marketing Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30(20+10)	70	100	03	40

OBJECTIVE: The purpose of this course is to develop understanding of the underlying concepts, strategies and issues involved in the marketing of products.

- Nature and scope of marketing, Marketing Environment: Concept; Need for Study; Major Elements and their Impact on Marketing Decisions, critical role of marketing in organization/Society, Marketing planning and research, Customer Value, Holistic Marketing. **(7Hours)**
- Understanding Consumer and Industrial Markets: Demand measurement and Forecasting, Theories of Consumer Behaviour; Various Buying Roles in Family; Types of Buying Behaviour; Consumer Decision. Making Process in Buying segmentation, Bases of Segmenting Consumer Markets; Market Selection Strategies; Targeting and positioning Consumer and Industrial Market. **Case Study 1:** Maruti Ertiga launch in India by new category creation **(9Hours)**
- Product Decisions: Product mix, Product life cycle, New product development, Branding and Packaging decisions, Pricing methods and strategies, Promotion decisions—Promotion mix, Advertising and Personal selling, Channel management—selection, co-operation and conflict management, Vertical marketing systems, Organizing and implementing marketing in the Organization, Gandola management. **Case Study 2:** Managing natural gas business: a case of Bharat Natural Gas Company Limited **(9Hours)**
- Evaluation and Control of Marketing Efforts: Scope, Steps, Designing, Tools and Techniques of marketing controller, The marketing controller concept, Organizing & Implementing marketing program. **(7Hours)**
- New Issues in Marketing: Globalization, Consumerism, Green marketing, Legal, Ethical and Social Aspects of Marketing: Consumerism; Consumer Protection Measure in India; Recent Developments in Consumer Protection in India, Rural marketing, e.marketing, retailing. **(8Hours)**

SUGGESTED READINGS:

1. Kotler, P. & Keller, K.L. (2015). *Marketing Management (15th Global Edition)*. New Delhi: PHI.
2. Kotler, Philip & Armstrong, G.(2016). *Principles of Marketing*. New Delhi: PHI.
3. Neelamegham, S. (2000). *Indian Cases in Marketing*. New Delhi: Vikas Publishing House.
4. Palmer. (2015). *Introduction to Marketing*. London: Oxford University Press.
5. Paliwoda, S. & Andrews, T. (2012). *Marketing Management in Asia*. UK: Routledge.
6. Singh, V.K. & Sharma, N. (2015). *Mini Cases & Caselets for Would Be Managers*. Germany: Lambert Academic Publishing.
7. Winer, R. & Dhar, R. (2013). *Marketing Management*. New Delhi: Pearson.
8. Etzel, M. J., Bruce, J., W., Stanton, W. J., & Pandit, A. (2010). *Marketing* (14th ed.). New Delhi: Tata McGraw-Hill.
9. Kotler, P., Keller, K., Koshy, L., & Jha, M. (2009). *Marketing Management: A South Asian Perspective* (13th ed.). New Delhi: Pearson.
10. **Case Study 1:** <https://www.emeraldinsight.com/doi/full/10.1108/EEMCS-08-2012-0147>
11. **Case Study 2:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621211214450>

NOTE: The list of cases specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBE I Year	MBE--C207		Semester-II		
	Risk Management & Insurance				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30(20+10)	70	100	03	40

OBJECTIVE: The objective of this paper is to familiarize the students with the concepts and principles of insurance vis-à-vis insurance industry.

- Risk Management and Insurance: Risk vs. Uncertainty, Types of Risks, Methods of Handling, Risk Management Process, Risk Management Information System (RMIS), Mathematical Basis of Insurance, Theory of Probability and Law of Large numbers. **Case Study1:** Consecro Senior Health Insurance: A Strategic Problem of Reputation and Regulation **(8Hours)**
- Concept of Insurance: Definition, Functions, Cost and Benefits of Insurance, Nature of Insurance Contracts, Classification of Insurance Business, Life and Non-Life Insurance, Alternative Classification of insurance, Role of Insurance in Economic Development. **(9Hours)**
- Principles of Insurance: Utmost Good Faith, Insurable Interest, Indemnity, Subrogation, Contribution, Proximate Cause and Arbitration. **Case Study2:** Insurance Company", Darden Business Publishing Cases **(7Hours)**
- Legal framework of Insurance Business in India: The Insurance Act 1938, The Insurance Regulatory Development Authority Act 1999, The Indian Contract Act 1872, Tariff Advisory Committee, Accounting Principles for Preparation of Financial Statements, Taxation aspects of Insurance. **(9Hours)**
- Insurance Industry: History of Insurance Industry, Global Picture of Insurance, Industry in India, Insurance Sector Reforms, Insurance Players in India, Life Insurance in India, Non-Life Insurance in India, Types and Organizational Structure of Insurance Organizations, Insurance Intermediaries and Bancassurance, Reinsurance. **(7Hours)**

SUGGESTED READINGS:

1. Baranoff, E. G. (2003), *Risk Management & Insurance*, John Willy & Sons, USA.
2. Harrington, S. E & Niehaus, G. E. (2004), *Risk Management & Insurance*, Tata McGraw Hill, New Delhi.
3. Misra M. N. (2007), "Insurance Principles and Practices", Sultan Chand & Co. Ltd., New Delhi.
4. Rejda, G. E. (2011). *Principles of Risk Management & Insurance*. Pearson Education, New Delhi.
5. Wiening, E. A. (2010). *Foundation of Risk Management & Insurance*. American Institute for Chartered Property Casualty Underwriters/Insurance Institute of America, USA.
6. Skipper, H.D & Kwon, W.J. (2008), *Risk Management & Insurance Perspective in a Global Economy*, Blackwell Publishing Wiley India Edition., New Delhi.
7. Trieschmann, J. & Gustauson, S. G. (2009), *Risk Management & Insurance*, South Western, USA.
8. Vaughan, E.J & Vaughan, T.M. (2002), *Essentials of Risk Management & Insurance*, Wiley, USA
9. Williams, C. A., Smith, M. L & Young, P. C. (1998), *Risk Management and Insurance*, Irwin/McGraw Hill, New Delhi.
10. **Case Study 1:** Nicola Persico, C. James Prieur, "Consecro Senior Health Insurance: A Strategic Problem of Reputation and Regulation", Kellogg School of Management Cases, (2017), <https://doi.org/10.1108/case.kellogg.2016.000076>
11. **Case Study 2:** Mark E. Haskins, Kristy Lilly, Liz Smith, "Gibson Insurance Company", Darden Business Publishing Cases, (2017), <https://doi.org/10.1108/case.darden.2016.000134>

MBA/E/F IYear	MBE--C208		Semester-II		
	Indian Ethos and Human Quality Development				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	30(20+10)	70	100	03	40

OBJECTIVE: This course is designed to acquaint the students with Indian Ethos and Human Quality Development.

- Business Ethics: Introduction, Business Ethics and Management, Business Ethics and Moral Obligations; Indian Heritage in Business Management: Values and Ethics; Requisites for Ethics globally, Work Ethics, Corporate Management, Secular versus Spiritual Values in Management. **(9Hours)**
- Environmental Concerns and Corporations, Ethical Issues related with Funds, Advertisement and Marketing; **Case Study 1:** Satyam Computers Ltd. **(9Hours)**
- Relevance of Values in Management; Gandhian Approach in Management and Trusteeship; Social Values and Political Environment. **(8Hours)**
- Corporate Social Responsibility; Corporate Governance; Report of the Kumar Mangalam Birla Committee on Corporate Governance; Role of Media in Ensuring Corporate Governance; **Case Study 2:** Reebok India Company **(8Hours)**
- A Holistic Management System; Work Ethos (Indian Ethos for Management). **Case Study 3:** Metro turns to Bhagvad Gita for Management Lessons. **(6Hours)**

SUGGESTED READINGS:

1. Bhatta, S.K. (2006). *Business Ethics & Managerial Values*. New Delhi: Deep and Deep Publication Pvt. Ltd.
2. Dave, N. V. (2002). *Vedanta and Management*. New Delhi: Deep and Deep Publication Pvt. Ltd.
3. Chakraborty, S.K. (1998). *Foundation of Managerial Work-Contributions from Indian Thought*. New Delhi: Himalaya Publication House.
4. Chakraborty, S.K. (1987). *Managerial Effectiveness and Quality of Worklife-Indian Insights*. New Delhi: Tata McGraw Hill.
5. Chakraborty, S.K. (1991). *Management by Values*. Delhi: Oxford University Press.
6. Sherlekar, S.A. (1998). *Ethics in Management*. New Delhi: Himalaya Publishing House.
7. Agarwal, T., & Chandorkar, N. (2018). *Indian Ethos in Management*. Mumbai: Himalaya Publishing House.
8. Murthy, C.S.V. (2015). *Business Ethics: Text and Cases*. Mumbai: Himalaya Publishing House.
9. Vasishth, N., & Rajput, N. (2016). *Business Ethics and Values*. New Delhi: Taxman Publications (P.) Ltd.
10. **Case Study 1:** Sharma, J.P. (2018). *Corporate Governance: Business Ethics and CSR*. (PP:543-585), New Delhi: Ane Books Pvt. Ltd.
11. **Case Study 2:** Sharma, J.P. (2018). *Corporate Governance: Business Ethics and CSR*. (PP:585-590), New Delhi: Ane Books Pvt. Ltd.
12. **Case Study 3:** Vasishth, N., & Rajput, N. (2016). *Business Ethics and Values*. (PP:43-44), New Delhi: Taxman Publications (P.) Ltd.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

**THIRD SEMESTER
MBE--C301 SUMMER PROJECT**

SUMMER TRAINING AND ITS PROJECT REPORT:

1. At the end of second semester examination, every student of MBA will undergo industrial training in any manufacturing, service, financial organization or a NPO. The training will be of 6 to 8 weeks duration.
2. During the training, the student is expected to learn about the organization and analyse/suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.
3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.
4. The student, after the completion of training will submit a report to the Faculty/Department, which will form the part of third semester examination. However, the report must be submitted latest by 31st August during third semester.
5. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Training Project Report. The report should ordinarily be based on primary data. It should reflect in depth study of micro problem, ordinarily assigned by the organization where student undergoes training. Relevant tables and bibliography should support it. One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problems faced. This chapter will form part I of the Report. Part II of the Report will contain the study of micro research problem. The average size of Report ordinarily will be 70 to 100 typed pages in standard font size (12) and double spacing. One report, duly typed on A-4 sized paper in the hard bound (paper back) form is to be submitted to the Faculty/Department for evaluation and other shall be retained by the student after getting both the reports duly forwarded by Head and Dean of the Faculty.
6. The Report should have one certificate duly signed by the Reporting Officer of the organization where the student has undergone training and this certificate is to be countersigned / forwarded by the Head and Dean of the faculty before submission in the department.
7. Evaluation of report and Viva shall be conducted by both external and internal examiner with external evaluation of 70 marks and internal evaluation of 30 marks.
8. A late fee of Rs. 1000 will be paid by the student, if he/she fails to submit the report by 31st August.

MBA II Year	MBE-C302		Semester-III		
	Project Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30(20+10)	70	100	03	40

OBJECTIVE:Project management is about systematically incorporating the voice of the customer, working concurrently on all aspects of the project with multi-functional teams and implementation of specific tools and techniques. This course aims to provide learning to address issues of project management including strategic, financial, design, and feasibility with a holistic approach by interfacing other relevant subjects that helps in completion of a project.

- Introduction: Definitions, Classification, Need and Importance of Project Management, Project risk, Concepts and Characteristics of Project, Project plan, Tools and techniques of project management, Project management life Cycles and uncertainty. Project Planning: Project Planning, Need of Project Planning, Roles, Responsibility and Team Work, Risk Management, Cost Benefit Analysis, Feasibility study, Project Planning Process, Work Breakdown Structure (WBS). **Case Study1: A Day in the LifeCase Study(Assignment1):** (a) Manchester United Soccer Club (WBS) (b) Sharp Printing **(9Hours)**
- Project Organization: Various Forms of Project Organizations, Project Organization Charting, Organization Human Resources, The Project Manager, The Project Team, Project Team Pitfalls, Project Contract Management, Types of Contracts. **Case Study2: Franklin Equipment Ltd.Case Study(Assignment2):**MattsonProject **(9Hours)**
- Project Financing: Project Cost Estimation, Sources of Finance, Resource Allocation, Cost Forecasts, Multiple Project and Constraints, Project Closure.**Case Study3: Aurora ProjectCase Study(Assignment3):**CaseBujagaliDamProject **(6Hours)**
- Project Implementation and Monitoring: Project Resource Requirements, Type of Resources, Multi-project Resources scheduling, Resources Allocation method, Project Monitoring and control, Project network Technique.(PERT and CPM), Planning for Monitoring and evaluation, Project Management Information System, Project Scheduling. Time Constrained and Resource Constrained Scheduling, Project Communication, Project Audits, Post Project Reviews **Case Study4:TCS Case Study(Assignment4):**The Critical Chain Project Management (CCPM). **(9Hours)**
- DilemmaProject Direction and Control: Project Direction, Project Execution, Project Termination, Termination Procedure and Strategies, Project Control Process, Features of Future Indian Projects**Case Study5: Politics, Institutions and project Finance: The Dabhol Power Project /Launch and Closure of Indian Cement Plant Case Study (Assignment5):** Enrol and The Dabhol Power Company/Launch and Closure of Indian Cement Plant. **(7Hours)**

SUGGESTED READINGS:

1. Beenet, P. L.& Kathryn.(1995). *Project management.for 21st century*. Pearson education, New Delhi.
2. David, I. Cleland. (1999). *Project management*. McGraw Hill International Edition, USA
3. Dennis lock .(2001). *The essentials of project management*.Grower, USA.
4. Gray,C., & Larson,E .(2010). *Project Management*.Tata McGraw Hill, New Delhi.
5. Gopalakrishnan,P.(1993). *Project management*. New Delhi,India:McMillian India Ltd, New Delhi.
 - a. Harry,Naylor. (1987). *Project Management*. Pearson Publication, New Delhi.
6. Prasanna, C. (2008). *Project Management*. Tata McGraw Hill, New Delhi.
7. Vasant Desai (2018). *Project Management*. Himalaya Publishing House Pvt. Ltd, Mumbai.
8. K. Nagarajan (2005). *Elements of Project Management*. New Age Interntional Publications, New Delhi.
9. Clifford F. Gray, Erik W. Larson, Gautam V. Desai (2014). *Project Management The Managerial Process*.McGraw Hill (Indian) Education, New Delhi.
10. K Nagarjan(2017). *Project management*.New Age International Publishers.
11. Chandra(2014). *Projects*. McGraw Hill Education (Indian) Private Ltd.
12. Bhavesh P. (2010). *Project Management*. Vikas Publishing House Pvt. Ltd., Noida.
13. **Case Study 1** (Assignment 1b): (<https://www.scribd.com/doc/100384582/Case-Sharp-Printing-Assignment>)
14. **Case Study 2** : <https://www.bartleby.com/essay/Case-Study-of-Franklin-Equipment-Ltd-PKBFPPBZRFA>.
15. **Case Study 3**: <https://www.ugllimited.com/en/case-studies/current/aurora>.
16. **Case Study 4**: <https://hbsp.harvard.edu/search? N=&Nrpp= 10&Ntt=Politics% 2C+Institutions+and+project+ Finance%3A +The+Dabhol+Power+Project+case+study>

17. **Case Study (Assignment 5):** <https://hbsp.harvard.edu/search?N=&Nrpp=10&Ntt=The+Dabhol+Power+Project+case+study>

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBE II Year	MBE--C303		Semester-III		
	Econometrics				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30(20+10)	70	100	03	40

OBJECTIVE: The course introduces students to regression methods for analyzing data in economics and related areas. This course emphasizes both the theoretical and practical aspects of statistical analysis, focuses on techniques for estimating econometric models of various kinds and interpreting the estimates from such models. The objective is for the student to learn how to conduct – and how to critique - empirical studies in economics and related fields.

- Overview of econometrics: Meaning, Definition and scope of econometrics, goal of Econometrics, division of econometrics, the sources of hypothesis used in econometrics, economic data: the raw material of econometrics. **Case Study 1:** Shopping centre Europa– when threats become opportunities **(7Hours)**
- Econometric Groundwork: Random variables, Estimation, Desirable properties of Estimators, Probability, Distributions, Moments, Hypothesis testing and confidence intervals, Statistical inference. **(7Hours)**
- Methodology of econometrics research: Stage A. Specification of Model, Stage B. estimation of the model, Stage C. Evaluation of the parameter Estimates, Stage D. Evaluation of the forecasting power of the model, Desirable properties of an econometric model. **(8Hours)**
- The ordinary least square method, properties of the least square estimates, Multiple regression, Autocorrelation, Multicollinearity, Maximum likelihood method. **Case Study 2:** Economics behind the internationalization of Biocon India Ltd. **(8Hours)**
- Auto Regression, Moving Average Model, Auto Regressive and Moving Average Model, ARCH Models, GARCH Model, Theoretical Introduction to R and R Studio and E-Views. **(10Hours)**

SUGGESTED READINGS:

1. Basic Econometrics, Gujarati, Damodar N. Fourth Edition, Mc Graw Hill Irwin, 2003.
2. Introduction to Econometrics, Stock, J., and M. Watson, Addison-Wesley, 2003.
3. Statistics with STATA, Hamilton, L., (Updated for Version 8), Duxbury Press, 2003.
4. Econometric Models & Economic forecasts Robert S.Pindy ck & Daniel L. Rubinfeld, Macgrawhill, Singapore.
5. Econometric Analysis, Greene, W. H., New York, NY: MacMillan Publishing Company.
6. A Text book of Econometrics-Lawrence R.Klein, PHI, New Delhi.
7. Theory of Econometrics, A Kontsoyiannis, Palgrave, New York.
8. **Case Study 1:** Ieva Kvedaravičienė, Lilija Vilkančiene, (2013) "Shopping centre Europa – when threats become opportunities", Emerald Emerging Markets Case Studies, Vol. 3 Issue: 6, pp.1-5, <https://doi.org/10.1108/EEMCS-06-2013-0076> Permanent link to this document: <https://doi.org/10.1108/EEMCS-06-2013-0076>
9. **Case Study 2:** Palakh Jain, (2013) "Economics behind the internationalization of Biocon India Ltd", Emerald Emerging Markets Case Studies, Vol. 3 Issue: 7, pp.1-20, <https://doi.org/10.1108/EEMCS-08-2013-0163> Permanent link to this document: <https://doi.org/10.1108/EEMCS-08-2013-0163>

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA(BE) II Year	MBA (BE)--C304		Semester-III		
	Strategic Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30(20+10)	70	100	03	40

OBJECTIVE: The Objectives of this course is to develop a holistic perspective of enterprise, critical from the point of view of the top executives.

- The nature of corporate strategy, Value of corporate strategy, Levels of strategy, Process of Strategic Management, Strategic Management in different contexts, Role of different strategists. **Case Study 1:** Nataliya A. Kravchenko Svetlana A (8Hours)
- Defining the Company Mission, Corporate Philosophy, Corporate Governance and Strategy, Strategy and Ethics. (8Hours)
- The External Environment analysis, Industry Analysis, organizational analysis during industry evolution, Globalization and Industry structure. . (8Hours)
- Formulating corporate strategies, Business level Strategies, Functional Strategies, Strategic choice, Strategy in the Global Environment. **Case Study 2:** A tough choice", Emerald Emerging Markets Case studies (8Hours)
- Implementing strategy, Designing organizational structure, Designing strategic control system, Strategic leadership, Structure and control to strategy, Implementing Strategic change, Technology Strategy. **Case study 2:** Satya Bharti School Program: the kaizen way. (8Hours)

SUGGESTED READINGS:

1. Charles, W.L.H., & Gareth, R. J. (2012). *Strategic Management Theory – An Integrated Approach*. USA: South Western Cengage Publishing, USA.
2. David, F. R. (2012). *Strategic Management A Competitive Advantage Approach Concepts*. Prentice Hall, New Delhi.
3. Jayarathnam, M. (2007). *Business Policy and Strategic Management*. Mumbai, India: Himalaya Publishing House, New Delhi.
4. Gerry, J., & Kevan, S. (2009). *Exploring Corporate Strategy*. Prentice Hall of India, New Delhi.
5. Singh, S.P. (2004). *Corporate Strategy*. AITBS. New Delhi.
6. Srinivasan. (2007). *Strategic Management: the Indian Context*. New Delhi, India: Prentice Hall of India, New Delhi.
7. **Case Study 1:** Nataliya A. Kravchenko Svetlana A. Kuznetsova, (2012), "A tough choice", Emerald Emerging Markets Case Studies, Vol. 2, Iss 7 pp. 1 – 10. Permanent link to this document: <http://dx.doi.org/10.1108/20450621211284624>.
8. **Case Study 2:** Jyoti Kainth, (2012), "Satya Bharti School Program: the kaizen way", Emerald Emerging Markets Case Studies, Vol. 2 Iss 8 pp. 1 – 13. Permanent link to this document: <http://dx.doi.org/10.1108/20450621211292382>.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

FOURTH SEMESTER

MBE--C401 DISSERTATION

DISSERTATION AND ITS REPORT

In fourth semester, candidates will have to submit a Research Project Report on a problem/topic (from the Specialization areas) assigned by the Department under the supervision of a faculty member of the department. The research project report will carry 200 marks. Evaluation of report and Viva shall be conducted by both external and internal examiner with external evaluation of 140 marks and internal evaluation of 60 marks. The report will contain the objectives, scope of the study, significance of study, research methodology, results, interpretation, conclusions and recommendations. It will contain relevant review literature, charts, diagrams and bibliography. A certificate of the Supervisor and the Head of the Department certifying the authenticity of the report shall be attached therewith. The student will submit three copies of the report to the Head of the program. The average size of Report ordinarily will be 100-125 typed pages in standard font size (12) and double spacing. One report, duly typed on A-4 sized paper in the hard bound (paper back) form is to be submitted to the Faculty/Department for evaluation and other shall be retained by the student after getting both the reports duly forwarded by Head and Dean of the Faculty.

MBE II Year	MBE-C402		Semester-IV		
	Business Analytics				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30(20+10)	70	100	03	40

OBJECTIVE: Analytics is the scientific process of deriving business insights from raw data to support decision making. This course aims to provide a basic introduction to the use of analytical techniques to solve business problems, and how a business organization can create a competitive advantage by leveraging on data derived from its multiple business processes.

- Business analytics: introduction, types of analytics, characteristics of analytics, business analytics, and business intelligence; business analytics process and its relationship with decision making process; Advantage of business analytics: informed decisions, creating competitive advantage, key attributes of analytical competitors, OLAP and OLTP. **Case Study 1: Sabre Helps Its Clients through Dashboards and Analytics. Case Study (Assignment 1): Nationwide Insurance Used BI to Enhance Customer Service. (8Hours)**
- Analytical methods and models: Descriptive analytics-overview of its tools and techniques, role in business analytics process and its importance in business decision making. **Case Study 2: Assignment: Questions related to Descriptive Analytics. SPSS Assignment: Converting ungrouped data into grouped data and find out its measures of central tendency. (8Hours)**
- Business analytics in action: applicability and importance of business analytics in different areas financial analytics, human resource analytics, marketing analytics, CRM, health care analytics, supply chain analytics, sport analytics and analytics for Government and non profit organization. **Case Study 3: Analyzing Athletic Injuries. Case Study (Assignment 3): Eliminating Inefficiencies at Setro Children's Hospital. (8Hours)**
- Developing analytics: kinds of statistics, statistical tests, big data and its analyst, important analytics softwares, Job opportunities in business analytics, skills required for analytics, data analytics for modern engineers and scientists, IoT. **Class Assignment: ANOVA.SPSS Assignment: t-test and Chi-Square. (8Hours)**
- Predictive analytics- data modeling, types of data model, data modeling technique, basics of data mining and machine learning environment; Prescriptive analytics: basics of its tools and modeling, role in business analytics process, model based decision making. **Case Study 4: Text Mining for Patent Analysis. Case Study (Assignment 4): Harnessing Analytics to Combat Crime: Predictive Analytics Helps Delhi Police Department Pinpoint Crime and Focus Police Resources. (8Hours)**

SUGGESTED READINGS:

1. Davenport, H., Harris J.G. (2007), *Competing on Analytics: The New Science of Winning*, Harvard Business Review Press, USA.
2. Davenport H., Harris J.G. and Morison R.(2010). *Analytics at Work: Smarter Decisions, Better Results*, Harvard Business Review Press, USA.
3. Schniederjans M.J., Schniederjans D.G. and Starkey C.M. (2014). *Business Analytics Principles, Concepts, and Applications with SAS: What, Why, and How*, FT Press Analytics, New Jersey.
4. Provost F., Fawcett T. (2013). *Data Science for Business: What you need to know about data mining and data-analytic thinking*, O'Reilly Media, Canada.
5. Siegel E. (2013). *Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die*, Wiley, New Jersey.
6. Fitz-enz J. and Mattox J. (2014). *Predictive Analytics for Human Resources*, Wiley and SAS Business Series, New Jersey.
7. Maisel L. and Gokins G.(2014). *Predictive Business Analytics: Forward Looking Capabilities to Improve Business Performance*, Wiley, New Jersey.
8. Granville V. (2014). *Developing Analytic Talent: Becoming a Data Scientist*, Wiley Publishers, Indiana
9. Watson M. , Nelson D. and Cacioppi P.(2013) *Managerial Analytics: An Applied Guide to Principles, Methods, Tools, and Best Practices*, FT Press Analytics, New Jersey.
10. Prasad R.N. and Acharya S. (2018). *Fundamentals of Business Analytics*, Wiley Publishers, New Delhi
11. Turban, E., Sharda, R., & Delen, D. (2014). *Business intelligence and analytics: systems for decision support*. Pearson Higher Ed, England.

12. **Case Study1:** <https://www.chegg.com/homework-help/questions-and-answers/application-case-11-sabre-helps-clients-dashboards-analytics-sabre-one-world-leaders-trave-q26618322>

13. **Case Study2:**(Assignment1): <https://www.coursehero.com/file/22692809/Nationwide-Insurance-Used-BI-to-Enhance-Customer-Service/>

14. **Case Study3:** <https://www.chegg.com/homework-help/questions-and-answers/analyzing-athletic-injuries-athletic-activity-prone-injuries-injuries-handled-properly-te-q25624717>

15. **Case Study4:** <https://www.chegg.com/homework-help/text-mining-patent-analysis-patent-set-exclusive-rights-gra-chapter-7.1ac-problem-2qd-solution-9780133868906-exc>

NOTE:The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MB II Year	MBE-C403		Semester-III		
	Entrepreneurship Development				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30(20+10)	70	100	03	40

OBJECTIVE: The objective of this course is to expose the students to the growth of entrepreneurship in developing countries with special reference to India.

- Introduction: Meaning, Nature and Process of Entrepreneurship, Evolution of Entrepreneurship, Characteristics of Entrepreneurship, Characteristics and Skills of Entrepreneurs, Factors Affecting Entrepreneurship, Tools of Entrepreneurships, Role of entrepreneurs in Entrepreneurship and Economic Development, Barriers to Entrepreneurship. **(7Hours)**
- Types of Entrepreneur, Functions of Entrepreneurs, Role of Entrepreneurs, Competing theories of entrepreneurship, Tools of Entrepreneurship, Role of Government-Role of Central Government and State Government in promoting Entrepreneurship, MSME policy in India, Support, Objective, Cause of Entrepreneurial Failure **Case Study1: Social Entrepreneurship with Vedic Wisdom. (9Hours)**
- Govt. Policy towards SSI's, Entrepreneurial behavior and motivation, Difference between Owner- Manager vs. Entrepreneur, Managers vs. Entrepreneurs, Owner Manager vs. Professional Manager, Entrepreneur vs. Administrator, Entrepreneur VS Entrepreneurship, Ethics and Social Responsibilities of Entrepreneurs, Agencies for Policy Formulation and Implementation-District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NED) **(9Hours)**
- Women Entrepreneurship, Constraints for the Development of Women Entrepreneurship, Barriers to Women Entrepreneurs, Importance of Women Entrepreneurship, Process of Woman Entrepreneurship Development, Important Women Entrepreneurs of India, Schemes for Women Entrepreneurs, Entrepreneurial success in rural area, Innovation & entrepreneur, Establishing Entrepreneurs System, Search for business idea, sources of ideas, idea processing, input requirements. **Case Study2: Sherenman: The Entrepreneur (7Hours)**
- Characteristics of Small Scale Business, Scope and Objectives of Small Scale Business, Classification and Types, Agencies for Financial Support-Role of Commercial banks and financial institutions like SIDBI, NABARD, SFCs, and other NBFCs, Business Plan Development, raising Funds, Registering SSI Unit Business Plan: Meaning, Objectives, and Benefits, Business Planning Process, Technical assistance, marketing assistance, sickness of units and remedial assistance. **Case Study3- Darden Business Publishing (Jonathan Virginia Corporation) (8Hours)**

SUGGESTED READINGS:

1. Cliffton, Davis,S.andFyfie,David, E. (1977).Project Feasibility Analysis. John Wiley, New York.
2. Desai.A .N(1990). Entrepreneur& Environment. New Delhi.
3. Drucker,F., Peter (1985). Innovation and Entrepreneurship,S, Heinemann, London.
4. Jain, Rajiv(1984). Planning a Small Scale Industry .A Guide to Entrepreneurs. S. S. Books, New Delhi.
5. Kumar,S .A. (1990). Entrepreneurship in Small Industry. Discovery, NewDelhi.
6. McClelland,D.C. and Winter.(1969). Motivating Economic Achievement, ,Free Press, NewYork..
7. Udai, Pareek and Rao, Venkateswara (1978). Developing Entrepreneurship–A Hand book on Learning Systems. Learning Systems, New Delhi.
8. **Case Study 1-** Amit, Mihir(2018): Case Studies in Management- The Indian Context, New Delhi
9. **Case Study 2** Pankaj Madan, (2017) "Social entrepreneurship with vedic wisdom", The CASE Journal, Vol. 13 Issue: 4, pp.528-545, <https://doi.org/10.1108/TCJ-07-2016-0056>
10. **Case Study 3.** Edward D. Hess(2009) . Jonathan Virginia Incorporation, Darden Business Publishing, University of Virginia

DISCIPLINE SPECIFIC ELECTIVES
Group A: LIFE INSURANCE

MBE II Year	MBE-E301/401		Semester-III		
	Practice of Life Insurance				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30(20+10)	70	100	03	40

- Life Underwriting - Principles & Concepts: Concepts of underwriting – Risk assessment – Mortality and morbidity –Assessing individual risks – Selection of lives – Classification of risks – Types of extra risks: Increasing, decreasing and constant extra risks – Sub – standard and other extra risks – Level premium – Temporary extra premium – Diminishing Lien – Exclusions – Postponement of acceptance of risk – Declinature of the acceptance of risk. Numerical Rating in underwriting – Standard, sub-standard and highly sub – standard risk – Limitations of the numerical rating system — Financial Aspects & Moral Hazard –Rider Benefits – Waiver of premium benefit – ADB-(Accidental Death Benefit) – TPD (Total permanent Disability) – Term rider – Critical Illness rider – Premium Loading – Terms of acceptance – Dating – back of policies. **(9Hours)**
- Underwriting Structure, process:Processing of the Proposal (Application form) – Policy issuance processNon-medical and Medical Underwriting – Medical Examination process – Issuance of the Policy Document (Policy Bond) –Challenges faced in Underwriting. **Case Study1:** Claim Settlement Process of Life Insurance Services **(7Hour)**
- Financial Underwriting: Purpose of financial underwriting – Objectives of financial underwriting – Concept of Insurable interest & Insurable– Human Life Value – Insurance on Housewives & Women with no earned income – Insurance on Minors – Key Person Insurance – Partnership Insurance – “Employer-Employee” Insurance – Hindu Undivided Family (HUF) – Insurance under Married Women’s Property Act. **(8Hours)**
- Occupational, Avocational and Residential risks:Sources of information to assess Occupational, Avocational & Residential risks – Basic risk factors for occupation – Armed Forces, Aviation & Merchant Navy – Chemical Industry – Mining – Nuclear Power Industry – Oil & Natural Gas Industry – Basic Risk factors for Avocation – Aviation risks – Car – racing – Mountaineering – Residential Risks. **(8Hours)**
- Reinsurance:Need for reinsurance – Types of reinsurance – Facultative reinsurance – Automatic reinsurance – Catastrophe reinsurance – Advantages of reinsurance arrangements – Reinsurance treaty – Underwriting Audits by reinsurers.**Case Study2:** Life and health insurance underwriting **(8Hours)**

SUGGESTED READINGS:

1. Insurance Institute of India. Study material IC 22- Life Insurance Underwriting. Mumbai.
2. **Case Study 1:** Claim Settlement Process of Life Insurance Services - A Case study of ICICI Prudential Life Insurance Company Rajesh K. Yadav^{1,a}, Sarvesh Mohania^{2,b} ¹Maxim Institute of Technology, Bhopal (M.P.), India ²CRIM (UTD), Barkatullah University, Bhopal (M.P.), India
3. **Case Study 2:** Life and health insurance underwriting --Author – Mary C. Bickley /Barbara Foxenberger Brown / Brown Jane Lightcap

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBEII Year	MBE-E302/402		Semester-III		
	Legal Aspects of Life Insurance				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30(20+10)	70	100	03	40

OBJECTIVE: The course is designed to help the student understand the legal principles and provisions of the life insurance contract.

- Law of Contract: Salient features of the life insurance contract like the principles of indemnity, insurable interest and Utmost Good Faith. Salient features of LIC Act 1956 and IRDA Act 1999. **(8Hours)**
- Life Insurance Legislation abroad and Policy Initiatives in India: Life Insurance laws in UK, USA and the European Community. Provisions of Life Insurance Contract: Proposal and policy – Policy conditions and privileges – like days of grace – lapse and revival – surrender and loans – accident benefits. **(8Hours)**
- Life Insurance policies as property: Life insurance as actionable claim and mortgage – Policy loans – Stamp Act provisions. Claim Settlements: Claims settlement process – Maturity claims – death claims – Presumption of death for missing persons – evidence of title and succession – Minors, Lunatics **Case Study1:** Kamath Shyam, Bachani Jyoti, (2012) "To die with dignity — hospice care for the poor in India" **(8 Hours)**
- Rights and Tax Laws under Life Insurance Policies: Assignment, Nomination and MWP Act provisions – loss of policies. Tax on Income and wealth and life insurance. Protection of consumer's interests: The consumer Protection Act 1986 – defining 'Consumer', 'Service Deficiency', Unfair and Restrictive Trade Practices – System for Redressal of Complaints – Implications of Consumer Protection act – Consumer Protection Councils and Ombudsman. **(8Hours)**
- Insurance Intermediaries: The Contract of Agency – Appointment of agents – IRDA regulations with regard to Licensing of Agents, Brokers and Corporate Agents – authority of Agent – Rights and responsibilities of agents and Principal – Termination of agency and Renewal / Hereditary Commission **Case Study2:** Life Insurance Corporation Of ... vs Escorts Ltd. & Ors **(8Hours)**

SUGGESTED READINGS:

1. Insurance Institute of India. Study material IC 24- Legal Aspects Of Life Insurance. Mumbai.
2. **Case Study1:** Kamath Shyam, Bachani Jyoti, (2012) "To die with dignity — hospice care for the poor in India", Emerald Emerging Markets Case Studies, Vol. 2 Issue: 8, pp.1-9, <https://doi.org/10.1108/20450621211292391> Permanent link to this document: <https://doi.org/10.1108/20450621211292391>
3. **Case Study2:** Life Insurance Corporation Of ... vs Escorts Ltd. & Ors on 19 December, 1985 Equivalent citations: 1986 AIR 1370, 1985 SCR Supl. (3) 909 Author: O C Reddy Bench: Reddy, O. Chinnappa (J), Venkataramiah, E.S. (J), Eradi, V. Balakrishna (J), Misra, R.B. (J), Khalid, V. (J)

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBE II Year	MBE-E303/403		Semester-III		
	Life Insurance Underwriting				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hours	30	70	100	03	40

OBJECTIVE:The course is designed to help the student understand the legal principles and provisions of the life insurance contract.

- Life Underwriting - Principles & Concepts: Concepts of underwriting – Risk assessment – Mortality and morbidity –Assessing individual risks – Selection of lives – Classification of risks – Types of extra risks: Increasing, decreasing and constant extra risks – Sub – standard and other extra risks – Level premium – Temporary extra premium – Diminishing Lien – Exclusions – Postponement of acceptance of risk – Declinature of the acceptance of risk. Numerical Rating in underwriting – Standard, sub-standard and highly sub – standard risk – Limitations of the numerical rating system — Financial Aspects & Moral Hazard –Rider Benefits – Waiver of premium benefit – ADB-(Accidental Death Benefit) – TPD (Total permanent Disability) – Term rider – Critical Illness rider – Premium Loading – Terms of acceptance – Dating – back of policies. **(9Hours)**
- Underwriting Structure, process:Processing of the Proposal (Application form) – Policy issuance process Non-medical and Medical Underwriting – Medical Examination process – Issuance of the Policy Document (Policy Bond) –Challenges faced in Underwriting. **Case Study1:** Claim Settlement Process of Life Insurance Services **(7Hours)**
- Financial Underwriting: Purpose of financial underwriting – Objectives of financial underwriting – Concept of Insurable interest & Insurable– Human Life Value – Insurance on Housewives & Women with no earned income – Insurance on Minors – Key Person Insurance – Partnership Insurance – “Employer-Employee” Insurance – Hindu Undivided Family (HUF) – Insurance under Married Women’s Property Act. **(8Hours)**
- Occupational, Avocational and Residential risks:Sources of information to assess Occupational, Avocational & Residential risks – Basic risk factors for occupation – Armed Forces, Aviation & Merchant Navy – Chemical Industry – Mining – Nuclear Power Industry – Oil & Natural Gas Industry – Basic Risk factors for Avocation –Aviation risks – Car – racing – Mountaineering – Residential Risks. **(8Hours)**
- Reinsurance:Need for reinsurance – Types of reinsurance – Facultative reinsurance – Automatic reinsurance – Catastrophe reinsurance – Advantages of reinsurance arrangements – Reinsurance treaty – Underwriting Audits by reinsurers.**Case Study2:** Life and health insurance underwriting **(8Hours)**

SUGGESTED READINGS:

1. Insurance Institute of India. Study material IC 22- Life Insurance Underwriting. Mumbai.
2. **Case Study 1:** Claim Settlement Process of Life Insurance Services - A Case study of ICICI Prudential Life Insurance Company Rajesh K. Yadav^{1,a} , Sarvesh Mohania^{2,b} ¹Maxim Institute of Technology, Bhopal (M.P.), India ²CRIM (UTD), Barkatullah University, Bhopal (M.P.), India
3. **Case Study 2:** Life and health insurance underwriting --Author – Mary C. Bickley /Barbara Foxenberger Brown / Brown Jane Lightcap

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBE II Year	MBE-E304/404		Semester-III		
	Group Insurance and Retirement Schemes				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hours	30	70	100	03	40

OBJECTIVES: To acquaint the candidates with the different kinds of group insurance and super annuation benefits and its different financing models.

- Introduction: Retirement Benefit Schemes – Object of Employee Benefit Schemes – Service Benefits through insurance contracts – Segments of Group Schemes Market – Development of Employee-benefit schemes – Schemes of Group Insurance – Insurable interest in group insurance scheme policies. **(8Hours)**
- Superannuation Schemes: Object of the scheme – Development of superannuation schemes – Pension as a retirement benefit – Different ways of arranging pension schemes – Trustee Administered schemes vis-à-vis Insured schemes – Non-contributory schemes – Contributory schemes. **(8Hours)**
- Group Life Insurance Schemes: Object of scheme – Development of scheme – Development of scheme– Group insurance vis-à-vis individual insurance – Conditions for eligibility of group insurance – Eligible groups – Individual employer groups – Multiple employer groups – Labour union groups – Creditor-debtor groups – Miscellaneous groups – Financial aspects of group insurance – Group selection. **Case Study1:** "Indian Railways – World’s largest commercial employer’s social capital inventory **(8Hours)**
- Gratuity Schemes: Object of the gratuity scheme – Evolution of gratuity as a Service benefit – Nature of liability – Need for funding gratuity liability – Different ways of funding gratuity liability – Payment by employer – Creation of internal reserve – Funding through Trust – Group Gratuity scheme – Combination of plans – Group gratuity scheme – a tripartite arrangement – Trustee administered scheme Vs Insured Scheme – Life Insurance Benefit – Experience rating adjustment – Nomination – Disclosure of gratuity liability in Balance Sheet. **Case Study 2:** Cost of employee loyalty@AnanFinance **(8Hours)**
- Provident Fund, Employees’ Family Pension, Deposit-linked insurance Schemes and Taxation Treatment: Recognised Provident fund – Employees Provident Fund Scheme – Administration – Employees Family pension scheme – Employees deposit – linked scheme. Why tax relief – Recognised Provident funds – Income Tax Relief – Approved super annuation schemes – Conditions for approval – Rationale of conditions. – Taxation under group insurance schemes. **(8Hours)**

SUGGESTED READINGS:

1. Insurance Institute of India. Study material IC 83- Group Insurance and Retirement Schemes. Mumbai.
2. **Case Study 1:** Vijay Pereira, Gopalakrishnan Narayanamurthy, "Indian Railways – World’s largest commercial employer’s social capital inventory", Emerald Emerging Markets Case Studies, (2016) , <https://doi.org/10.1108/EEMCS-05-2015-0072>
3. **Case Study 2:** Nagendra V. Chowdary, Vandana Jayakumar, R. Muthukumar, "Cost of employee loyalty@AnanFinance", Emerald Emerging Markets Case Studies, (2016) , <https://doi.org/10.1108/EEMCS-05-2014-0138>

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBE II Year	MBE-E305/405		Semester-III		
	Health Insurance				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30	70	100	03	40

OBJECTIVE:To acquaint the candidates with the health insurance sector in India

- Introduction to Health Insurance:What & Why of Health insurance – Evolution and growth of Health insurance in India – Understanding the Health System in India – Constitutional provisions in areas of Public Health – Government Health Dept.at the Central level, State level & District & local levels – Infrastructure of the Health care system – Public & Private Health Centers& Health care providers.Health financing models and health financing in India: Health financing models – Financing of Health in India – National Rural Health Mission – Challenges of access to Health care and Service Quality – Health insurance mechanisms & Financial Protection. **(8Hours)**
- Health Insurance Products in India:Types of Health Insurance Products in India – Hospitalization Indemnity product– Personal Accident products – Critical Illness product – Daily Hospital Cash benefit Disease management covers – Outpatient covers – Investment products in health insurance & health savings components – Products for senior citizens – Micro-insurance products – International Coverage products.Health Insurance policy forms and clauses:Health insurance contracts – Insurance contracts VS other contracts –Group Health Insurance Schemes – Commonly used clauses in health insurance – Cancellation Clause – Renewability clause. **(8Hours)**
- Health insurance data, pricing & reserving:Importance and use of data in health insurance for insurers, regulators, government, TPA’s and other stake-holders – Data mandated from insurance companies by regulators – data warehousing –Collection and collation of data – Data interpretation and advanced analysis of data – Insurance Information Bureau. **Case Study1** "Insurance", Darden Business Publishing Cases **(8Hours)**
- Regulatory and legal aspects of health insurance: Principles and practice of health insurance regulations Need for regulations in health insurance – Various kinds of risks in health insurance – Regulatory structure – Licensing and registration – Types of regulations – Enforcement of regulations – Monitoring activity by regulators – Prevention of mis-selling – Health insurance regulations in India – Policy holder’s regulation and Grievance redressal system – health insurance for rural and informal sector workers – Role of IRDA in initiatives for standardization – Pre-existing diseases(PED’s) – renewability of health insurance policies. **Case Study2:** Conseco Senior Health Insurance: A Strategic Problem of Reputation and Regulation **(8Hours)**
- Health Insurance fraud :Introduction – Cause and effects of frauds – Classification of frauds – health insurance frauds Vs general insurance frauds – types of frauds by the consumers – stages of insurance frauds – cash defalcation – types of fraud during in the contractual period and claims stage – methods to combat and mitigate insurance frauds – technology and process interface –Initiatives by IRDA and the industry.**(8Hours)**

SUGGESTED READINGS:

- 1.Insurance Institute of India. Study material IC 27-Health Insurance. Mumbai.
- 2.**Case Study 1:**Paul W. Farris, C. Wilson, "Progressive Insurance", Darden Business Publishing Cases, (2017) , <https://doi.org/10.1108/case.darden.2016.000241>
- 3.**Case Study 2:** Nicola Persico, C. James Prieur, "Conseco Senior Health Insurance: A Strategic Problem of Reputation and Regulation", Kellogg School of Management Cases, (2017) , <https://doi.org/10.1108/case.kellogg.2016.000076>

NOTE:The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

Group B: GENERAL INSURANCE

MBE) II Year	MBE-E306/406		Semester-III		
	Practice of General Insurance				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30	70	100	03	40

OBJECTIVE: To provide an understanding of the principles and regulations of general insurance and their relevance.

- The Concept of Insurance and its Evolution: The basics and nature of insurance – evolution and nature of insurance – how insurance operates today – different classes of insurance – importance of insurance – how insurance takes care of unexpected eventualities., Risk Management: Provides an understanding of risk management – different types of risks – actual and consequential losses – management of risks – loss minimization techniques.

(8Hours)

- The Business of Insurance: Management of risk by individuals – management of risk by insurers – fixing of premiums – reinsurance and its importance for insurers – role of insurance in economic development and social security – contribution of insurance to the society., The Insurance Market: The various constituents of the insurance market – operations of insurance companies - operations of intermediaries – specialist insurance companies – insurance specialists – the role of regulators – other bodies connected with insurance.

(9Hours)

- The Insurance Contract: Terms of an insurance contract – principles which form the foundation of insurance – significance of the principle of insurable interest – the principle of indemnity – the principle of subrogation – the principle of contribution – disclosure of all relevant information – principle of utmost good faith – the relevance of proximate cause – the insurance contract.

(8Hours)

- : Development of Insurance Legislation in India and Insurance Act 1938: Development and growth of Life and Non-life Insurance industry in India – Nationalization of insurance Industry – Insurance association and Life and General Councils – GIBNA. **Case Study1:** Consecro Senior Health Insurance: A Strategic Problem of Reputation and Regulation

(7Hours)

- IRDA Functions and Insurance Councils: Mission and Composition of IRDA – Duties and powers and Functions of IRDA – Regulations issued – Motor Vehicle Act 1988 – Salient features – No Fault liability – Hit and Run Accidents – Marine Insurance Act – The Bill of Lading Act – Indian Railways Act – Carriage of Goods by Sea act and various other acts – Workmen’s compensation Act – Employee State Insurance Act – Public Liability act – General and Life Insurance Councils – Formation, duration and dissolution of Executive committee – Functions and Powers of the executive committee. **Case Study2:** Gibson Insurance Company

(8Hours)

S SUGGESTED READING:

1.I.C.-01.(2011) *Principles of Insurance*: Insurance Institute of India, Mumbai.

2.I.C.-14.(2011) *Regulations of Insurance Business*: Insurance Institute of India, Mumbai.

3. Mishra M.N. *Insurance Principles & Practice*

4.**Case Study1:** Nicola Persico, C. James Prieur, "Consecro Senior Health Insurance: A Strategic Problem of Reputation and Regulation", Kellogg School of Management Cases, (2017) , <https://doi.org/10.1108/case.kellogg.2016.000076>

5.**Case Study 2:** Mark E. Haskins, Kristy Lilly, Liz Smith, "Gibson Insurance Company", Darden Business Publishing Cases, (2017) , <https://doi.org/10.1108/case.darden.2016.000134>

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBE II Year	MBE-E307/407		Semester-III		
	Fire & Marine Insurance				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30	70	100	03	40

OBJECTIVE: To provide an understanding of the principles and regulations of general insurance and their relevance.

- **Fire Insurance Underwriting & Reinsurance:** Underwriting Objectives and Factors – Spread of Business – Selection of Business – Fixing Retentions – Reinsurance Forms & Methods – Fire Reinsurance Programme of Indian Insurers. Tariff Rules & Regulations: Role of erstwhile TAC – All India Fire Tariff – The Standard Fire & Special Perils Policy - Proposal Form – Valued Policies – Long Term Policies- Mid-term Cover – Payment of Premium – Partial Insurance – Short Period Rates – Rules for Cancellation – Mid-term Revision in Sum Insured – Rating of Multiple Occupancy Risks – Silent Risk, Special Policies & Clauses: Floater Policies – Declaration Policies – Floater Declaration Policies – Reinstatement Value Policies & Extension Clauses such as Local Authorities / Escalation / Removal of Debris / Architects Surveyors & consulting Engineer’s Fees / Loss of Rent / Additional Expenses for Alternate Accommodation / Contract Price / Designation of Property / Temporary Removal of Stocks / Agreed Bank Clause / Omission to Insure. **(8Hours)**
- **Fire Insurance Claims:** Basic Principles: Principles of Fire Insurance – Utmost Good Faith, Insurable Interest, Indemnity, Subrogation and Contribution. Conditions and Warranties: Various Fire Warranties – Situations leading to Non-Standard Claims settlements and Ex-gratia settlement and their features : Claims-Procedural Aspects: Preparation of Claim Notes –Office procedures relating to claims – Claim Forms – Appointment of Surveyors. Rights and Duties of Parties: Rights – Duties – Duty of the Insured – Onus of proof – Duty of the Insurers after a fire claim – Claims Under Special Policies – Reinstatement Value Policies Local Authority Clause – Declaration Policy – Floating Policy – Impact of ‘Omission to Insure Additions, etc.’ The amount of Claim Payable: Clause – types of Losses – Meaning of Indemnity – Extent of indemnity & associated limitations – Meaning of Value and Depreciation – Reinstatement Value, Market Value, Depreciated Value and Book Value in Fire Insurance. **Case studies1: Case Studies1:** Andrea Larson, "Walden Paddlers", Darden Business Publishing Cases **(7Hours)**
- **Basic Concepts of Marine Insurance:** Evolution and need for Marine Insurance – Various Acts to regulate the Marine Insurance Market – Organisation of Llyods – International Maritime Bureau – Tariff Advisory Council – General Insurance council – General Insurance Corporation of India – Marine Insurance Act. Arranging for Insurance (Cargo): Proposal Form – factors for acceptance –Type of Vessel – The Voyage or Transit – Type of Cargo – Packing forms – Containerization – Conditions of Insurance – Inco Terms – Declaration Forms – Marine Cover Note – Policy Form – endorsements – Container Transport **(7Hours)**
- **Cargo Insurance Coverage’s:** Rules of Interpretation –Stamp Duty for Cargo Policies – Risks covered by Institute Cargo Clauses (A)/(B)/(C), Types of Covers: Specific Policy – Open covers – Declaration of Consignments – Open Policies – Annual Policy – Duty and Increased Value Insurance – Insurance on FOB terms – Shut out Cargo – Exports incentives Insurance – Sellers Interest Contingency –Special Storage risks Insurance –Package Policy under Duty Exemption Scheme –Scope of Cover – Multi Transit policy – Stock Throughput Insurance policy – Sales turnover Insurance – Marine (Advance) Loss of profits Insurance – Buyer’s Contingency Insurance – Important Conditions – Difference in conditions cover – Freight Contingency Insurance- Strikes expensive /war expenses : Hull Insurance -: Classification of Vessels – Indian register of Shipping – Types of vessels –Types of Policies – Institute Time Clauses –Hull – Perils covered – Pollution Hazard – Duty of the Assured (Sue & Labour) – Collision Liability – Sistership – Deductible – Notice of claims – Disbursements Warranty - Termination – Perils – Pollution Hazard –Class ISM – Optional covers –Institute Voyage Clause – Insurance of Freight – Time and Voyage freight clauses –Valued and unvalued Policies – Loss of freight – Loss of Time clause – Claim documents – Port risk insurance – Institute Fishing Vessels Clause – Protection & indemnity Associations. **(9Hours)**
- **Marine Claims:** Actual Total Loss – Constructive Total loss – Particular Average – Damage Cargo – Salvage Loss – General Average Loss – Sue and labour charge – Particular Charges – Salvage charges –Forwarding Charges – Extra Charges – Cargo Claims – Procedures – Intimation of Claim – Insurance Surveys – Claims Payable Abroad – Recoveries from third parties – Hull Insurance Claims –Total Loss – Partial loss – Particular Average – General Average – Salvage charges – Sue and labour Charges – Collision Liability –Claims of Ocean

going vessels –fishing vessels –sailing vessels – inland vessels – General Average –Application of insurance to G.A Contribution and G.A Sacrifice- Adjustment of General Average – Salvage liability, Marine Recoveries: Marine recoveries from third parties.**Case studies2:** Thorsby-Wando Marine Refit, Inc.: refurbishing a supplier selection tool **(9Hours)**

SUGGESTED READING:

1. I.C. 22.(2012) I.C.56(2011). Insurance Books Insurance Institute of India, Mumbai
2. I.C59.(2011).Fire Insurance rating &Underwriting.Insurance Institute of India, Mumbai
3. I.C67.(2013).Marine Insurance.Insurance. Institute of India, Mumbai
4. Primer A. & Harold Turner The Principles of marine Insurance
5. Smith & Francis. Fire insurance: theory and practice
6. **Case Study1:** Andrea Larson, "Walden Paddlers", Darden Business Publishing Cases, (2017) , <https://doi.org/10.1108/case.darden.2016.000344>
7. **Case Study 2:** John E. Timmerman, Serhiy Y. Ponomarov, R. Franklin Morris, Jr, "Thorsby-Wando Marine Refit, Inc.: refurbishing a supplier selection tool", The CASE Journal, (2018) , <https://doi.org/10.1108/TCJ-05-2017-0037>

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBEII Year	MBE-E308/408		Semester-III/IV		
	Motor & Miscellaneous Accident Insurance				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30	70	100	03	40

OBJECTIVE: To provide an understanding of the principles and regulations of general insurance and their relevance.

- Introduction to Motor Insurance: History of Motor Insurance – Law and Practice of Motor Insurance in India – Applicability of Principles of Insurance – Total Loss (TL) / Constructive Total Loss (CTL) / Theft Claims – Legal Aspects of Insurance – Act No. 59 of 1988 (The Motor Vehicles Act, 1988) – to disqualify from holding a driving licence – Third Party and Own Damage Insurance – Definition of Permit – Types of Permit and its Condition – permits for Passenger Vehicles – Licencing of Drivers – Section 10: Contents of Driving Licence – Section 13: Extent of effectiveness of Licence – Section 14: Currency of Driving Licence – Section 15: Renewal of Driving Licence – Section 19: Disqualification for holding a Licence – Procedure for Accreditation of Bus Body Builders – The Motor Vehicles (Amendment) Bill, 2008 – Part B: Key Issues and Analysis. **(8Hours)**

- Underwriting in Motor Insurance: Market practice of Motor Insurance in India India Motor Tariff 2002 – Amendments subsequent to discontinuance of tariff – Tariff system after detariffing – International practice in motor insurance rating – Underwriting in motor insurance – Principles and practice of premium computation Motor Insurance Claims: Motor Insurance Claims – Doctrine of cause of Accident – Motor Insurance Claims Procedures – Claim Documents – Types of Losses – Various Causes of Accident – Salvage/Scrap Disposal – Accident Repairing Cost – Compensation for Third Party Injury or Property Damage **Case Studies 1: MOTOR INSURANCE CLAIMS IN INDIA. (7Hours)**

- Motor Third Party Liability Insurance: International Legal Scenario in Motor insurance – Third Party Claims Management in India – Statutory Liability in Motor Portfolio – Modification in Doctrine of Uerrimae Fides – Insurable Interest – Principle of Subrogation – Non-applicability of Principle of Contribution to Third Party Liability – Doctrine of Causa Proxima – Necessity for Third Party Insurance – Exemptions – Requirements of Policies – Duty of Insurers to Satisfy Judgments – Rights of Third Parties against Insurers on Insolvency of the Insured – Settlement between Insurers and Insured Persons – Effect of Death of Insured Person – Duty to Furnish Information – Liability without Fault – Hit and Run Accident – claim of Compensation – Doctrine of Res Ipsa Loquitur – Defences’ against Negligence – Vicarious Liability – Contributory and Composite Negligence – Contributory Negligence – Composite Negligence – Sovereign Immunity ,Jurisdiction of Civil Courts – Motor Accidents Claims Tribunals, Defences for Insurance Companies – Breach of Policy Conditions – Who is a Third Party – Liability of insurer for driver of vehicle – Dishonour of Cheque – Valid Driving Licence – Author’s Note – Limit of Liability. **(8Hours)**

Personal Accident Insurance: Introduction – Insurance Principles and legal aspects affecting Personal Accident Insurance – Basic Coverage – Additional Benefits – Exclusions – Conditions – Underwriting Considerations – Rating – Claims procedure – Legal Aspects of Personal Accident Insurance – Group Personal Accident Insurance – Types of Personal Accident Insurance. : Introduction to Health Insurance: History of Health Insurance – Coverage – Exclusions – Rating and discounts – Schedule – Proposal; Developments in Health Insurance sector – Third Party Administrators - Covers for the Social sector – Group Schemes. : Overseas Health Insurance: Basic concept – Basic coverage – Additional coverage – General exclusions – specific conditions – plans – proposal form – premium – policies designed for specific groups. **Case Studies 2: Madras High Court The National Insurance Co. Ltd vs Krishnan (9Hours)**

- Burglary Insurance: Introduction - Different IPC Sections and their relevance to Burglary Policy - Coverage - Exclusions – Conditions – Extensions - Underwriting Considerations - Rating Pattern - Claims Procedure – Investigation – Assessment - Types of Burglary Covers - Present day market scenario and demands.: Money Insurance: Introduction, Coverage, Special features, Exclusions, Conditions, Underwriting considerations, Rating Pattern, Claims Procedure. : Fidelity Insurance: Introduction, Coverage, Exclusions, Conditions, Underwriting Considerations, Rating Pattern, Claims Procedure, Types of policies – Court and Government Bonds – Commercial Guarantees.: Bankers Indemnity and Jewelers Block Insurance: Introduction – Coverage, Exclusions – Conditions

– Special features – Underwriting Considerations – Rating pattern – Claims procedure. : Other Miscellaneous Policies: Pedal Cycle Insurance – Plate glass insurance – Missing Documents Indemnity – Neon Sign Insurance – Blood Stock (Horse) Insurance – Pet Dog Insurance – Sports Insurance etc. **(8Hours)**

SUGGESTED READING:

1. I.C.22.(2012.) . *InsuranceBooks* Insurance Institute of India, Mumbai.
2. I.C.72.(2015.) . *Motor Insurance*. Insurance Institute of India, Mumbai.
3. I.C. 78 (2013) – *Miscellaneous Insurance*
4. Rao P.R., *In depth study of personal accident insurance business in India*, National Insurance Academy, 1984.
5. Munich Re Group.(2000) *Subjective risk in personal accident insurance*,
6. **Case Studies1:** MOTOR INSURANCE CLAIMS IN INDIA, A Case study of ICICI Lombard Satish Dara, Research Scholar Department of Commerce, Osmania University, Hyderabad, Telengana State. S.Dhanraj Lecturer in Commerce SUM. Govt .Degree College Konda Nagula Mahabub Nagar, DST. Telengana State.
7. **Case Studies2:** Madras High Court The National Insurance Co. Ltd vs Krishnan on 15 March, 2013

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBE II Year	MBE-E309/409		Semester-III		
	Practice of General Insurance and Survey & Loss Assessment				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30	70	100	03	40

OBJECTIVE: To acquaint the students with basic concepts in insurance and To develop a right understanding to study various facts of insurance

- Introduction to General Insurance: Introduction of Indian Insurance Market – Structure, Classification, Salient features of Indian general insurance market – Development of international insurance market – Global relationship – Types of roles in insurance industry – Regulator - insurer – Reinsurer & Retrocessionaire - Insured – Intermediary – Ancillary role : Policy Documents and forms: Insurance contract & elements – Components of an insurance policy - Interpretation of policies – Contents of insurance proposal form - Certificate of Insurance – Claim forms:

(8Hours)

- General Insurance Products - (Fire & Marine Insurance): Fire insurance Coverage – Exclusions – Conditions of fire insurance policy – Coverage under special polices - Marine insurance Coverage –Marine insurance Act 1938 - Types of marine insurance policy - Marine hull policy General insurance Products (Motor Liability, Personal Accident and Specialty): Motor insurance policy – Important documents – Types of policies – Liability – Motor claims & procedures - Legal Liability policy - Public & Product Liability insurances - Personal Accident insurance – health insurance. **Case Study 1:** Javier Jorge O. Silva, Fernando Zerboni, Maricruz Prado, Natalia Moscardi, (2012) "San Antonio: assessing the key account management system",

(9Hours)

- Underwriting: Concept and process of underwriting - Risk Management – Types of reinsurance – Method of reinsurance - Insurer’s role in risk management – Risk evaluation - Documentation procedure : Ratings & Premium : Premium – Claims trends and factors – Burning cost method – Accuracy and reliability of outstanding claims reserves – Details of Soft market and Hard market - Bonus/Malus – Claims cost , Claims: Preliminary procedure – Loss minimization – Procedure – Process of claim management – Arbitration - Modes of settlement – Recoveries - Identifying claim

(8Hours)

- Survey & Loss Assessment Introduction to Surveys: Human Element– Technical Element– Contractual Element–Administrative Element.: Admissibility of Claims: Factors affecting the Admissibility of the claim– Examination of policy contents– Verification of Multiple Policies– Insurable Interest– Proximate Cause of Loss– Operation of Exclusions– Examination of Warranties. : Evaluation and Loss Assessment: Basis of Indemnity – Basis of Valuation– Valued Policies– Market Value Policies–Reinstatement Policies–Protecting Property from damages –Insurer’s Liability/ Breach of Warranties, other issues. Loss Adjustment: Depreciation –Salvage Recovery – Methods of Salvage Disposal – Private Sale – Adjustment for “Deductible/Excess” – Contribution. **Case Study 2:** Monica Singhanian, R. Venkatesh, (2012) "Tata Power Delhi Distribution Ltd: measuring beyond the metrics".

(8Hours)

- Survey Profession-Past and Present: Origin-Licensing of Surveyors, based only on qualifications–Licensing Procedure– Constitution and Functions of Surveyors and Loss Assessors Committee –Duties and Responsibilities of a Surveyor and Loss Assessor– Categorization of Surveyors – Code of Conduct– Practical Training. **(7Hours)**

SUGGESTED READING:

1. I.C 11.(2011.) .*Practice of General Insurance*. Insurance Institute of India,Mumbai.
2. I.C SO1.(2003.) .*Practice of General Insurance and Survey & Loss*
 - a. *Assessment*. Insurance Institute of India,Mumbai
3. Mishra M.N. *Insurance – Principles and Practices –*
4. Vinayakan, N M Radhaswamy & V Vasudevan. *Insurance: Principles and Practice*
5. G R Desai. *Life Insurance in India*
6. **Case 1:** Javier Jorge O. Silva, Fernando Zerboni, Maricruz Prado, Natalia Moscardi, (2012) "San Antonio: assessing the key account management system", Emerald Emerging Markets Case Studies, Vol. 2 Issue: 6, pp.1-13, <https://doi.org/10.1108/20450621211275147> Permanent link to this document: <https://doi.org/10.1108/20450621211275147>
7. **Case 2:** Monica Singhanian, R. Venkatesh, (2012) "Tata Power Delhi Distribution Ltd: measuring beyond the metrics", Emerald Emerging Markets Case Studies, Vol. 2 Issue: 2, pp.1-17,

<https://doi.org/10.1108/20450621211228383> Permanent link to this document:
<https://doi.org/10.1108/20450621211228383>

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBE II Year		MBE-E310/410		Semester-III		
		General Insurance accounts Preparation and Regulation of Investment				
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
40	3 Hrs.	30	70	100	03	40

OBJECTIVE: To provide an understanding of general insurance accounts preparation and regulations of investment in insurance and their relevance.

- Accounting Scope, Concepts, Principles and Standards: Introduction – Meaning of Accounting – Objectives of Accounting – Functions of Accounting – Limitations of Financial Accounting – Books of Accounts – Accounting Concepts, Principles and Convention; Introduction – Accounting Concepts – Accounting Principles – Accounting Conventions – Accounting Assumptions – Financial Statements – Accounting Standards – Objectives and Interpretation; Introduction – Meaning of accounting standards - Objectives – Applications & Limitations – Indian Accounting Standard & International Accounting Standard – GAAP and IFRS – Accounting Policies– Objectives of Accounting Policies – Selection of Accounting Policies – Change in Accounting Policies– Accounting Policies applicable to Non-life Insurance Business – Disclosure of Accounting Policies. Accounting Process – Methods & Control and Finalization of Accounts – Golden Rules of Accounting – Primary Books & Secondary Books – Capital & Revenue Expenditure and Receipts and treatment – Accounting Methods & Control – Journals – Cash Book – General Ledger – Trial Balance; Objectives – Rules & Process – Final Accounts. **Case study 1: Financial Reporting for Investments: The Case of National General Insurance Company (8Hours)**
- Accounting Process, Methods & Control and Finalisation of Accounts: Accounting process – Introduction – Double entry Bookkeeping – Classification of Accounts – Golden Rules of Accounting – Principal and Subsidiary books – Accounting Methods and Control, Introduction – Journals – Types of Journals – Cash Book Preparation – Objectives, rules and process of preparation of the trial balance – Preparation of Final Accounts – Depreciation Accounting, Introduction – Brief Introduction of AS 6 issued by ICAI - Objectives of providing Depreciation – Methods of providing depreciation – Change in method of depreciation – Disposal of Depreciable Assets & Accounting Treatment – Revaluation & impairment of Depreciable Assets-Bank Reconciliation Statement: Introduction – Importance of BRS – Difference between cash book balance and pass book balance – Preparation of BRS – Analysis of BRS and Accounting Control – BRS and Accounting Adjustment Entry for rectification of errors – Introduction to Company Accounts: Introduction-Legal Requirements relating to preparation and presentation of financial statement – Types of Company – Financial Statements in Company – Accounting of Share Capital – Issue – Reissue & Forfeiture – Debenture-Non-life Insurance Business Accounting Methods – Buy Back Shares – Techniques & Process – Accounting Process & Techniques of General Insurance Business; Functional Divisions & Books of Accounts – Premiums; Received – Received in Advance – Outstanding – Earned – Claims; Paid – Incurred & Provisioning (including IBNR & IBNER) – Investments – Un-expired Risk Reserves – Co-insurance – Solvency Margin – Accounting Regulations; Introduction – IRDA Regulations on Insurance Accounts – IRDA Regulations – Applications & Interpretations – IRDA Regulations & Accounting Principles – Preparation & Presentation of Financial Statements; Non-life Insurance Business. Preparation of Financial Statements – Revenue Accounts – Balance Sheets – Profit & Loss Accounts – Cash Flow Statements – Financial Statement Analysis and Disclosures – Management Report. **(9Hours)**
- Non-Life Insurance Business Accounting Methods, Techniques & Process: Objectives: proportional & non-proportional arrangements – Requirements of Reinsurance Accounting – Reinsurance Portfolio Statement – Statement of Reinsurance Treaty – Reinsurance Accounting Techniques – Reinsurance Commission & Profit Commission Statement – Investment Accounting – Classification of Investments & exposure norms of investment – Valuation of Investments – Provisioning – Disclosures. Case Study 1 **(8Hours)**
- Accounting Methods & Process of Special Accounting Transactions: Disclosures and Audit in General Insurance Business – Annual Reports; Basic Contents of Annual Reports – Contents of Directors Reports – Disclosure in Director’ Report – Interpretation of Directors’ Report – Annual Report & Director’s Responsibility statement. Audit; Introduction; Scope – Concepts and Standards of Audits – Internal Audit & Internal Control – Internal Audit Techniques & procedures in Computerized Environment – Statutory Audit & the Companies Act 1956 (As amended) – Statutory Audit & Auditing and Assurance Standards – Govt. Audit

& Statutory Provisions – Special Audit (tax audit - regulatory inspections) **Case Study 2: Noah Wealth Management (8Hours)**

- Annual Reports, Audit & International Financial Reporting Standards: Introduction – Annual Report and statutory provisions for general insurance companies – Contents of an annual report – Disclosures in Directors Reports – Statutory Audit in General Insurance Business: Introduction – Responsibilities towards financial statements – Auditors Responsibilities towards financial statements – Specific Areas where auditors are required to express opinions – Audit Programmes – Contents of Audit Reports – Internal Audit in General Insurance Business: Introduction – Meaning and scope of internal audit – Objectives of Internal Audit – Relationship between statutory and internal Auditors – Internal Audit System – Internal Audit Queries in General Insurance Business – Detailed audit programmes to be carried out by internal Audit and inspection function – Fixed Assets – Reporting System for internal auditors – Standard on internal audits (SIA) – International Financial Reporting Standards-IFRS 4: Introduction – Important aspects of IFRS 4 – Requirements under IFRS 4 – Adoption of Insurance Accounting Standards – IFRS 4 – Significant Accounting Policies. **(7Hours)**

SUGGESTED READING:

1. I.C. 46 (2012). *General insurance a/c preparation and regulation of investment*. Insurance Institute of India, Mumbai
2. Maheshwari S.N. *Financial Accounting*, Vikas Publishing House (p) Ltd. New Delhi
3. Scott W. *Financial Accounting*. Pearson Education Ltd. New Delhi
4. **Case Study 1:** Kenton Swift, Mel McFetridge, "Financial Reporting for Investments: The Case of National General Insurance Company", *The CASE Journal*, (2009), <https://doi.org/10.1108/TCJ-05-2009-B008>
5. **Case Study 2:** Ramakrishna Velamuri, Yuan Ding, Jianhua Zhu, (2012) "Noah Wealth Management", *Emerald Emerging Markets Case Studies*, Vol. 2 Issue: 8, pp.1-22, <https://doi.org/10.1108/20450621211312929> Permanent link to this document: <https://doi.org/10.1108/20450621211312929>

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

Group C: INTERNATIONAL BUSINESS

MBE II Year	MBE- 311/411		Semester-III/IV		
	International Trade Practices, Procedures and Documentation				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30	70	100	03	40

OBJECTIVE: The objective of this paper is to acquaint the students with the trade practices, procedures and documentation of international trade.

- EXIM Operations and Documentation: Trade operations and documentation; Documentation areas and dimensions; Nature and characteristic features of Exim documents; EDI and documentation. EXIM Policy Framework: Legal framework, Policy overview – Facilities and restrictions; Getting started in export business. **(8 hours)**
- Foreign Exchange Facilities and Regulations: Legal framework in India FEMA. Origin and objectives, Main provision of FEMA; Other relevant acts .International Trade Terms:Trade contract and trade terms; Trade terms and need for standardization; INCO terms. Export Payment Terms: Credit risk management and payment terms; Main features of payment terms. Advance payment, open account, documentary collection, documentary credit– Documentary collection –DP and DA process and operation; Letter of credit and parties involved; Process of opening and advising LC, Types of LC; Process and operation; UCPDC.Major clauses; Consignment sale.**Case Study1:** Cross rate in foreign exchange. **(8 hours)**
- Trade Finance: Sources and schemes of trade finance; Pre and post-shipment export credit schemes and methods of financing; Packing credit advance details; Post-shipment advance; Import financing. Transit Risk Management: Nature of transit risk; Contract of cargo insurance Parties involved – Insurer/assured, Insurance policy and certificate; Cargo loss claims – Procedure and documentation. Credit Risk Management: Export credit insurance – Concept and importance; Role of Export Credit Guarantee Corporation (ECGC); Covers issued by ECGC; Financial guarantees; Coverage of commercial and political risks– procedures and documentary requirements. **(8 hours)**
- Central Excise Clearance: Excise duty – Definition, rationale, stages of levying and collection; Meaning of manufacturing; Type of duties; Legal framework – Central Excise Act and Rules, Central Excise Tariff Act; Valuation; Options of refund and movement in bond– Rules 12, 13 and 14 Procedures and documentary requirements.**Case Study2:** documentary credit: M/S Auto India. **(8 hours)**
- Customs Clearance of Export and Import Cargo: Legal framework – Introduction to Customs Act1962;. Introduction to Customs Tariff Act 1975; Introduction to Foreign Trade (Development and Regulations) Act 1992; Valuation and types of duties and Harmonized System of Nomenclature; Documentation requirements and document processing; Physical examination of goods; EDI and customs operations. Duty Drawback: Concept and rationale; Procedure and documentation. Import Policy and Export Promotion: Duty exemption schemes; Import of capital goods; Export, trading star trading, super star trading house policy and procedures; EoU’s/EPZs/SEZs schemes and procedures. **(8 hours)**

SUGGESTED READINGS:

1. Bhalla, V.K. and Ramu, S. (2001). *International Business Environment and Management*, 5th ed. Anmol, Delhi.
2. Desai, H.B. (1988). *Indian Shipping Perspectives*. Anupam Publications, Delhi.
3. Government of India. (2012). *Handbook of Import and Export Procedures*. Government of India, New Delhi.
4. Paras, R., (1995). *Export What, Where and How*. Anupam Pub, New Delhi.
5. **Case Study 1:** <https://nebula.wsimg.com/c4e596dc12fc8b554ce2435a30ae7995?AccessKeyId=A83663472B839ECDD54B&disposition=0&alloworigin=1>
6. **Case Study 2:** <http://www.scdl.net/downloads/samplecsib.pdf>

NOTE: The list of cases and specific references including recent articles will be announced in the class.

MBE II Year		MBE-E312/412		Semester-III/IV		
		International Financial Management				
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
40	3 Hrs.	30	70	100	03	40

OBJECTIVE:The objective of this paper is to acquaint the students with the financial management problems of the multinational corporations and prepare them to tackle these problems.

- Introduction: Complexities and issues in financial decisions of a multinational firm: Foreign investment decisions: Exchange rate movement and decision to invest: Foreign direct investment theories and strategies: Green field investment vs. Acquisitions and mergers. International Capital Budgeting: Multinational considerations and calculation of cash flows; Adjusted present value approach: Cost capital: Assessment and management of political risks. **Case Study1:** High rise in Ho Chi Minh City. **(8 hours)**
- International Portfolio Management: Decision to invest in portfolio: International CAPM; Identification of optimum portfolio. International Project Financing: Concepts, types techniques and key elements; Capital structure decision. **(8 hours)**
- International Working Capital Management: Cash management; Receivables and inventory management. **(8 hours)**
- Currency and Interest Rate Risk Management: Exposure and risk; Transaction, translation and real operating exposure; interest rate risk assessment and management. **Case Study2:** Foreign exchange exposure and management: case study of two large multinational. **(8 hours)**
- International Accounting Foreign currency translation; Multinational transfer pricing and performance measurement; International Taxation: Key elements and issues; International tax environment; Bilateral treaties and tax heavens. **(8 hours)**

SUGGESTED READINGS:

1. Apte, P.G..(1998). *Multinational Financial Management*, Tata. McGraw Hill, New Delhi.
2. Baker, J.C.(2000). *International Finance: Management, Markets and Institutions*, Prentice Hall, Englewood Cliffs, Company, New Delhi.
3. Eiteman, David K., Stonehill, A., and Micheal H.(1998). *Moffett, Multinational Business Finance*, Addison. Wesley Publishing Company, New Delhi.
4. Eun, C., and Resnick, B.,(1998). *International Financial Management*, McGraw Hill, New York
5. Kevin, S.(2009), *Fundamentals Of International Financial Management*. PHI Learning.
6. Levi, Maurice.(1996). *International Finance*, McGraw Hill Inc., New York.
7. Madura, Jeff, (2000). *International Financial Management*, South Western Publishing Company, Cincinnati.
8. Rathore & Shirin.(1994). *International Accounting*, Prentice Hall of India Pvt.Ltd., New Delhi.
9. Seth, A.K.(2000). *International Financial management*, Galgotia Publishing, New Delhi.
10. Shapiro, Allen C.(2009). *Multinational Financial Management*, John Wiley & Sons, New Delhi.
11. Sharan, V.(2000). *International Financial Management*, Prentice Hall of India Pvt. Ltd., New Delhi.
12. **Case Study 1:** <https://www.emeraldinsight.com/doi/abs/10.1108/20450621211312947>
13. **Case Study2:** https://www.researchgate.net/publication/279647700_Foreign_Exchange_Exposure_and_Management_Case_study_of_two_large_Multinationals

NOTE: The list of cases and specific references including recent articles will be announced in the class.

MBE II Year		MBE-E313/413		Semester-III/IV		
		International Financial System and Markets				
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
40	3 Hrs.	30	70	100	03	40

OBJECTIVE: The objective of this paper is to provide students knowledge of international financial system, markets and operations, and also to acquaint them with the macro environment in which the international financial transactions are conducted.

- Introduction to International Financial System: International Monetary System: Features and requirements; System of exchanging currencies – From Bretton Woods system to free float and convertibility; Pegging of currencies –target zone arrangement; European monetary system; International liquidity. **(8 hours)**
- Foreign Exchange Markets and its Activities: Exchange rate quotations and practices; Foreign exchange market activities; Arbitraging, hedging and speculation. **Case Study1** :Currency Arrbitrage **(8 hours)**
- Exchange Rate Determination: Exchange rate determination in spot and forward market – Interest rate parity (IRP), purchasing power parity, Fisher open equation Monetary and portfolio balance approaches; Short run demand and supply theory, BOP theory, and growth theory; Forecasting exchange rate. **Case Study2**: Analyzing the balance of payment position of India. **(8 hours)**
- International Financial Markets and Instruments: Changing scenario; International capital and money market instruments; International development banking; Euro – currency markets; International securities markets and instruments .Bond and notes market; equity market, GDR, ADR, EDR and IDR; Integration of financial markets and approach; Role of financial intermediaries; Financialswaps. **(8 hours)**
- International Debt Problem: Problem of debt servicing and developing countries(with special reference to India). **(8 hours)**

SUGGESTED READINGS:

1. Apte, P. G.(1998). *Multinational Financial Management*, Tata.McGraw Hill, NewDelhi.
2. Baker, J.C.(1998). *International Finance: Management, Markets and Institutions*. Prentice Hall,NeDelhi.
3. Eitemean, D.K., Stonehill, A., and Moffett, M.H., (1998). *Multinational Business Finance*. Addison.Wesley Publishing Company, USA.
4. Levi & Maurice (1996). *International Finance*, McGraw Hill Inc., NewYork.
5. Kevin,S.(2009), *Fundamentals Of International Financial Management*. PHI Learning.
6. Seth, A.K. (2000). *International Financial Management*, Galgotia Publishing Company, NewDelhi.
7. Shapiro,AllenC. (1995). *Multinational Financial Management*,Prentice Hall of India Pvt Ltd.,NewDelhi.
8. Sharan, V. (2000). *International Financial Management*, Prentice Hall of India Private Ltd. NewDelhi.
9. **CaseStudy1**:<https://nebula.wsimg.com/86614b44134ed2231231d1ac8a7f2b5a?AccessKeyId=A83663472B839ECDD54B&disposition=0&alloworigin=1>
10. **CaseStudy2**:https://www.researchgate.net/publication/318529330_Analyzing_the_Balance_of_payment_position_of_India

NOTE: The list of cases and specific references including recent articles will be announced in the class

MBE II Year	MBE--E314/414		Semester-III/IV		
	India's Foreign Trade Polivy				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30	70	100	03	40

OBJECTIVE: To acquaint the students with recent trends in India's foreign trade, management and policy related issues in foreign trade in the global context.

- India's Foreign Trade: India's Foreign Trade in the Global Context, Structure and Equilibrium of India's Balance of Payments, Recent Trends in India's foreign trade, Directional Pattern. **(8 hours)**
- Major export commodities: Thrust area commodities their trends problems and prospects, Major competitors, Major Import Commodity Groups, Trade Control in India. **Case Study 1:** Analysis of trade before and after the WTO: a case study of India. **(8 hours)**
- Foreign Trade Regulations: Foreign Trade (Development and Regulation) Act, Import and Export Control Orders, Import and Export Licensing System, Exchange Control in India, Blanket Permit System, Import Substitution and Export Promotion Policies, Export Incentives: Financial and Fiscal, Deferred Payment System and the Role of EXIM Bank of India. **Case Study 2:** Financing the foreign trade: the case of an Indian textile exporter. **(8 hours)**
- Export Credit & Promotion: Export Credit Insurance, Infrastructure support for Export Promotion, Export promotion Councils, Commodity Boards/Product Export Development Authorities, Specific Service Institutions. **(8 hours)**
- Role of State Trading Organizations: Role of State Trading Organizations in Foreign Trade, Export Processing Zones, Export Oriented Units and Export and Trading House Schemes, Multilateralism and Bilateralism in India's International Business. **(8 hours)**

SUGGESTED READINGS:

1. Bhalla, V.K. (2010). *International Business Environment and Management*, 12th ed. Anmol publication, New Delhi.
2. Bhashyam, S., (1998). *Export Promotion in India: The Institutional Infrastructure*. Common wealth Pub., New Delhi.
3. Government of India. (2012). *Foreign Trade Policy & Handbook of Procedures*. Government of India.
4. Khanna, Sri, Ram (1986). *Export Marketing in India's New Manufactures*. University of Delhi, New Delhi.
5. Jain, S. K., (1988). *Export Performance and Export Marketing Strategies*. Common wealth Pub., New Delhi.
6. Nayyar Deepak (1960). *India's Export and Export Policies in the 1960s*. Cambridge University press, USA.
7. **Case Study 1:** <https://www.emeraldinsight.com/doi/abs/10.1108/EEMCS-08-2014-0201>
8. **Case Study 2:** https://www.ripublication.com/gjfm-spl/gjfmv6n8_17.pdf

NOTE: The list of cases and specific references including recent articles will be announced in the class.

MBE II Year	MBE--E315/415		Semester-III/IV		
	International Brand Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30	70	100	03	40

INTERNATIONAL BRAND MANAGEMENT

OBJECTIVE: To provide a comprehensive knowledge of International Brand Management in the context of intensifying competition between brands in the global landscape.

- Concept of a brand, classification of brands, Brand Vs product, Brand Vs Trademarks, evolution of brand, brand perspectives, branding challenges and opportunities, concept of brand equity. Programme. **(8Hours)**

- Brand development – Extension, rejuvenation, re-launch product Vs Brands, The brand equity concept , establishing a brand equity concept, identity and image, brand leveraging & brand performance-establishing a brand equity management system, measuring sources of brand equity and consumer mind set, co-branding, celebrity endorsement. **Case Studies1:** Sonal Sisodia, Nimit Chowdhary, (2011) "ABIL's dilemma: to brand or not to brand in India", **(8Hours)**

Designing and implementing brand strategies: brand product matrix, brand hierarchy, brand extensions, advantage and disadvantages of brand extension, evaluation of brand extension, managing brands over time, reinforcing brands, revitalizing brands, and adjustment to the brand portfolio. **Case Studies2:** Jaydeep Mukherjee, Mukund Trivedy, (2011) "Corporate brand building at SRF: challenge of selecting the brand consultant", **(8Hours)**

- Rationale for going international, making brands to go global, need of geographical extensions of brands, opportunities of global branding, consumers & globalization, conditions favoring global brands, organizing for a global brands, advantages and disadvantages of global marketing. **(8Hours)**

- Global consumer based brand equity, global brand positioning, building global customer based brand equity, similarities and differences in the global branding landscape, steps in global brand building, marketing infrastructure for global branding, brand partnership, global & local control, balanced standardization Vs customization, implantation of global brand equity measurement system, leverage brand elements. **(8Hours)**

SUGGESTED READING:

1. Jean Noel, Kapferer: *Strategic Brand Management*, Kogan Page.
2. Kevin Lane Keller: *Building, Measuring and Managing brand equity* Prentice Hall.
3. Y.L.R. Murthy: *Brand Management*, Vikas Publishing House.
4. Subrato Sen Gupta: *Brand Positioning*, Tata McGraw Hill.
5. Chunawala: *Compendium of Brand Management* , Himalayan Publishing House.
6. Harsh. V. Verma: *Brand Management*, Excel books.
7. Dr. S.L. Gupta: *Brand Management Text & cases (an Indian perspective)* Himalayan Publishing House
8. **Case Study 1:** Sonal Sisodia, Nimit Chowdhary, (2011) "ABIL's dilemma: to brand or not to brand in India", Emerald Emerging Markets Case Studies, Vol. 1 Issue: 1, pp.1-11,
<https://doi.org/10.1108/2045062111128583> Permanent link to this document:
<https://doi.org/10.1108/2045062111128583>
9. **Case Study 2:** Jaydeep Mukherjee, Mukund Trivedy, (2011) "Corporate brand building at SRF: challenge of selecting the brand consultant", Emerald Emerging Markets Case Studies, Vol. 1 Issue: 4, pp.1-18,
<https://doi.org/10.1108/2045062111201257> Permanent link to this document:
<https://doi.org/10.1108/2045062111201257>

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBE II Year	MBE-E316/416		Semester-III/IV		
	Start-up Studies				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30	70	100	03	40

OBJECTIVE: Understand different forms of business organisations, the environments in which businesses operate and business functions such as marketing, operations and finance • appreciate the role of people in business success.

- Understanding Business Activity, Classification of Start-ups businesses Enterprise, business growth and size, Types of business organisation, Business objectives and stakeholder objectives **(8Hours)**
- People in business, Motivating workers, Organisation and management, Recruitment, Selection and training of workers, Internal and external communication. **(8Hours)**
- Operations management, Production of goods and services, Costs, scale of production and break-even analysis, Achieving quality production, Location decisions **(8Hours)**
- Financial information and decisions, Business finance: needs and sources, Cash-flow forecasting and working capital, Income statements, Balance sheets, Analysis of accounts. **Case Study1:** Financing technology startups: an entrepreneur's dilemma **(8Hours)**
- External influences on business activity. **Case Study2:** Ommune IT Solutions: make or break. **(8Hours)**

SUGGESTED READINGS:

1. Hall, Jones and others, *Business Studies, AS (AQA)* 4th edition, (2008), Causeway Press. ISBN 978-1-4058-9220-9
2. Reiersen, V. (Ed.). (1995). *Start your business: A beginner's guide*. Oasis Press.
3. Stolze, W. J. (1997). *Start Up Financing: An Entrepreneur's Guide to Financing a New Or Growing Business*. Career PressInc.
4. Ries, E. (2011). *The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses*. Random House LLC.
5. Singh V.K. and Madan P.(2014) *Managing Innovations*, McGrawhill.
6. **Case Studies1:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621211311560>
7. **Case Studies2:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621211311597>

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBE II Year	MBE-E317/417		Semester-III/IV		
	Small Business Environment And Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30	70	100	03	40

OBJECTIVE: The objective of this course is to expose the students about the growth of SSI's and how it's managed in India.

- Definition of Small Business, Steps for Starting Small Business, Small Business in Indian Environment. Economic, social, Political, Cultural and Legal, Policies Governing small Scale units, Industrial Policies and Strategies Relating to Small Scale Sector. **(8Hours)**
- Technological Know how and Appropriate Technology, Quality Circles and Productivity, Linkage between Small and Big Business. **Case Study1:** Twiga Hosting Ltd – providing affordable information and communication technologies services to small and medium enterprises. **(8Hours)**
- Special Problems in Management of Small Business. Finance, Marketing, Production and Personnel, Sickness in the Small Sector, Reasons and Remedies. **(8Hours)**
- Modernization of Small and Village Industries, Training Programs and Consultancy Services, Incentives and Subsidies. **Case Study2:** VNFPP Ltd: using holistic marketing in a small enterprise context. **(8Hours)**
- Exploring Export Possibilities, Institutions Assisting Export Promotion of Small Business in India, Export Promotion Councils, Global Prospective of Small Business in Selected Countries. **(8Hours)**

SUGGESTED READINGS:

1. Abrahamjon & Royce. L & Pickle (1990). Small Business Management. John Wiley, New York.
2. Batra, G.S. (2002). Development of Entrepreneurship. Deep & Deep Publications, New Delhi.
3. Desai Vasant (2004). Dynamics of Entrepreneurial Development and Management. Himalayan Publishing House, New Delhi.
4. Desai Vasant (1995). Small Scale Industries and Entrepreneurship. Himalayan Publishing House, New Delhi.
5. Gupta, C.B., Srinivasan, N.P. (2000). Entrepreneurial Development. Sultanchand & Sons., New Delhi.
6. Papola, T.S. (1982). Rural Industrialization Approaches and Potentials. Himalayan Publishing House, New Delhi.
7. Vepa, Ram, N. (1983). How to Succeed in Small Industries. Vikas Publication, New Delhi.
- 8 **Case Studies1:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621111197163>
- 9 **Case Studies2:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621211294399>

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBE II Year	MBE-E318/418		Semester-III/IV		
	New Enterprise Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30	70	100	03	40

OBJECTIVE: The objective of this course is to expose the students to the managerial aspects of new enterprise and to help them to understand the working of these enterprises and measure, evaluate their performance and efficiency.

- Entrepreneurship and its role in economic development, Problems of industrialization in Underdeveloped countries with special reference to India. **(8Hours)**
- Industrial policy, Regulation and control of Industries in India, Mechanics of setting of new enterprises– size and location, optimum units–its meaning and determinants, size of industrial units of India **Case Study1:** Field Turf Tarkett India: challenges and opportunities in new markets **(8Hours)**
- Theory of industrial location factors determining the industrial location, Regional distribution of industrial activity in India. **(8Hours)**
- Recent trends in the localisation of industrial activity in India: Regional planning of industrial activity in India, Feasibility studies: Technical, Marketing and financial, Managerial problems of New Enterprise, Production Purchasing. **Case Study2:** “Eldorado” family: the survival and succession plan **(8Hours)**
- Financing labour and marketing problems, Facilities provided by different Institutions and Agencies in India, financing facilities for new enterprises, marketing and other facilities. **(8Hours)**

SUGGESTED READINGS:

1. Drucker, Peter (2012). *Innovation and Entrepreneurship*. East – Elsevier, USA.
2. Gupta, C. B. and Srinivasan (1997). *Entrepreneurial Development in India*. Sultan Chand. New Delhi.
3. Hisrich, Robert, D., Petors, Micheal, P.(2010). *Entrepreneurship*. TMH, New Delhi.
4. Holt, David. H., Englewood Cliffs (1992.). *Entrepreneurship – New Venture Creation*. Prentice Hall Inc. New Jersey.
5. McClelland, D. C. and Winter, D. G.(1969). *Motivating Economic Achievement*. Free Press, New York.
6. **Case Studies1:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621111195660>
7. **Case Studies2:** <https://www.emeraldinsight.com/doi/full/10.1108/EEMCS-11-2012-0197>

NOTE: The list of cases, specific references and books included in recent articles will be announced in the class by concerned teachers from time to time.

MBE II Year	MBE-E319/419	Semester-III/IV
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Ethics and Business Governance					
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30	70	100	03	40

OBJECTIVE: To Inculcate the moral knowledge of Business Governance to the Budding Managers.

- What is Ethics, Nature and scope of Ethics, Facts and value, Ethical subjectivism and Relativism, Moral Development (Kohlberg's 6 stages of Moral Development), Ethics and Business, Myth of a moral business. Decision making (Normal Dilemmas and Problems): Application of Ethical theories in Business (i) Utilitarianism (J.Bentham and J.S. Mill), (ii) Deontology (I. Kant) Virtue Ethics (Aristotle). Economic Justice: Distributive Justice, John Rawls Libertarian Justice (Robest Nozick). **Case Study1:**A “Big Bath” in China: accounting and corporate governance **(8Hours)**
- Characteristics of Free and Perfect competitive market, Monopoly oligopoly, Ethics in Advertising (Truth in Advertising). Finance: Fairness and Efficiency in Financial Market, Insider Trading, Green Mail, Golden parchate. HR: Workers Right and Duties: Work place safety, sexual harassment, whistle blowing. **(8Hours)**
- Origin and Development of Corporate governance, Theories underlying Corporate Governance (Stake holder's theory and Stewardship theory, Agency theory, Separation of ownership and control, corporateGovernance Mechanism: Anglo-American Model, German Model, Japanese Model, Indian Model, OECD, emphasis on Corporate governance, Ethics and Governance, Process and Corporate Governance (Transparency Accountability and Empowerment. **Case Study2:**“Doing” the act: Lenovo and corporate reputation **(8Hours)**
- Role of Board of Directors and Board Structure, Role of Board of Directors, Role of the Non-executive Director, Role of Auditor. Role of Government, Corporate governance in India. **(8Hours)**
- Introduction to Patents, Designs, Trademarks & Geographical Indications. **(8Hours)**

SUGGESTED READINGS:

1. Francis & Mishra. (2009).*Business Ethics*. TMH, New Delhi.
2. Fernado. (2009).*Corporate governance*. PHI ,New Delhi. Murthy C.S.V(2004). Business Ethics and Corporate Governance.HPH, New Delhi.
3. Mishra, J.P.(2009).*An Introduction to Intellectual Property Rights*. Paper back, New Delhi.
4. Mallin .(2007).*Corporate Governance*,. Oxford , USA.
5. Mathur, U.C.(2005). *Corporate Governance & Business Ethics*.MacMillan, New Delhi.
6. Prabakaran.S.(2010).*Business Ethics & Corporate Governance*. EB, New Delhi.
7. Paliwal, Manisha.(2007). *Business Ethics*. Newage International press. New Delhi.
8. Patyrick, J. A. & Quinn, J. F. (1997). *Management Ethics*, Response Publishing, New Delhi.
9. Sherlekar,.(1998).*Ethics in Management*.Himalaya Publishing, New Delhi.
10. **Case Study 1:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621111110663>
11. **Case Study 2:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621211299547>

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBE-E320/420		Semester-III/IV		
	Legal Aspects of Business				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30	70	100	03	40

OBJECTIVE: To develop an awareness of the legal framework within which business operates in India and to give to the students the basic understanding of some of the important legal aspects of business.

- The Contract Act, 1871 Nature and classification of contracts - Essential elements of a valid contract Offer and Acceptance - Consideration - Capacities of Parties Provisions relating to free consent, void agreements Provisions relating to performance and discharge of contract Breach of contract - Meaning and remedies

(8Hours)

- Contract Act, 1872 Contracts of Indemnity - Meaning, nature - Right of Indemnity Holder and Indemnifier Contracts of Guarantee - Meaning, Nature and Features - Types of Guarantee - Provisions relating to various types of Guarantee 15 Surety and Co-surety - Rights and Liabilities - Discharge of surety from his liability Agency - Agent and Principal - Creation of Agency - Classification of Agents - Relationship between Principal and Agent - Agent's authority - Revocation and Renunciation - Rights, Duties and Liabilities of Agent and Principal - Termination of Agency. **Case Study1:** The changing landscape for Chinese small business: the case of “Bags of Luck”

(8Hours)

- Sales of Goods Act, 1930 Contract for Sale of Goods - Meaning - Essentials of a Contract of Sale - Formalities of a Contract of sale Provisions relating to conditions and Warranties Provisions relating to transfer of property or ownership Provisions relating to performance of Contract of Sale - Rights of Unpaid Seller – Rules as to delivery of goods.

(8Hours)

- The Negotiable Instruments Act, 1881 Negotiable Instruments - Meaning, Characteristics, Types, Parties - Holder and holder in Due Course Negotiation and Types of Endorsements 4.3 Dishonour of Negotiable Instrument - Noting and Protest Liability of parties on Negotiable Instrument.

(8Hours)

- The Companies Act, 1956 Company - Definition, Meaning, Features and Types of companies Incorporation of a company - Memorandum of Association, Articles of Association and Prospectus Share Capital. **Case Study2:** Tax me not: Vodafone's plea to India

(8Hours)

SUGGESTED READINGS:

1. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, 11th Edition, 2010.
 2. Dr. Vinod, K. Singhanian, Direct Taxes Planning and Management, 2008.
 3. Pathak, A. (2010). Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2007.
 4. Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, 2012.
 5. V. S. Datey, Taxman Publication, 21st Edition, 2009 1. Business Laws - Balchandani
 6. **Case Studies1:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621111126783>
 7. **Case Studies2:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621211298089>
- NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

Group: MARKETING

MBE II Year	MBE-E 321/421		Semester-III/IV		
	Marketing of Services				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30(20+10)	70	100	03	40

OBJECTIVE:The main objective of the course is to help students to learn the various concepts, motivational techniques and polices of marketing of services.

- Marketing of services: Concept & Issues, Conceptual Framework.Reasons, Characteristics, Type & Marketing Implication, Significance of Service Marketing, MIS in Service Marketing, Service. Classification, Services,Encounters and Consumer Satisfaction, Trends in Services Marketing. **(8Hours)**
- Designing Services Strategy: Service Mission and Market Segmentation, Elements of Service, Marketing Mix, Designing, Service Market Plan, Service Design, Branding of Services; Distributing Services – Context and Options; Physical Evidence of a Service, Competitive differentiation; competitive advantage and value chain analysis. **Case Study 1:** Customer retention at Hyundai Motor India Ltd. **(9Hours)**
- Marketing of Financial Services: Marketing of Banking Services, Classification of Customers, Insurance Marketing, Event Management. **(7Hours)**
- Marketing of Health Services: Health Services in India, Hospital Marketing, ITES, Implementing Service Marketing.Service Quality Measurement and Improvement of Service Quality; Consumer Complaint Behavior; Consumer Response to Effective Service Recovery; Principles of Service Recovery; CRM in Services. **Case Study 2:** Taj: I will prevail. Exemplifying customer service in times ofcrisis. **(9Hours)**
- Marketing of Selected Services: Professional Service Marketing, Marketing of Public Utilities. Marketing of Educational Service, Formulation of Marketing Mix in Hotel Industry. Hotel Level Services & Tourism Services, Pricing Decisions Production, Consultancy Marketing. Marketing Segmentation in Consultancy Marketing, Contemporary Issues in Services Marketing. **(7Hours)**

SUGGESTED READINGS:

1. Balaji, B. (2010).*Services Marketing And Management*. New Delhi: S. Chand Publishing.
2. Kapoor, Paul & Halder (2010). *Services Marketing : Concepts and Practices*. New Delhi: Mcgraw Hill.
3. Lovelock, C(2011).*Services Marketing*. New Delhi:Pearson India.
4. Rao, K.R.(2013). *Service Marketing*.New Delhi: Pearson India.
5. Srinivasan, R (2014). *Services Marketing : The Indian Context*. New Delhi: PHI.
6. Verma, H. (2012). *Marketing of Services*. New Delhi: PHI.
7. Zeithaml, V., Gremler, D., Bitner, M. J., & Pandit, A. (2009). *Services marketing: integrating customer focus across the firm*. New Delhi: McGraw Hill.
8. Fisk, R. P., Grove, S. J., & John, J. (2008). *Interactive services marketing*.New York: Houghton Mifflin.
9. Gronroos, C. (2004). *Service management and marketing: A customer relationship management approach*. New York: John Wiley.
10. **Case Studies1:**<https://www.emeraldinsight.com/doi/full/10.1108/EEMCS-06-2013-0078>
11. **Case Studies2:**<https://www.emeraldinsight.com/doi/full/10.1108/20450621211304289>

NOTE:The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBE II Year	MBE-E 322/422	Semester-III/IV
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Retailing Management					
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30(20+10)	70	100	03	40

OBJECTIVE: The basic objective of this course is to examine the concept of a strategic approach and a retail strategy in a complex, changing environment.

- An introduction to retailing, building and sustaining relationship in retailing, Strategic planning in retailing. **(8Hours)**
- Retail institution by ownership, Forms of retailing, identifying and understanding customers, Information gathering and processing in retailing. **Case Study1:** FragraAroma – accord in business, concord in family **(8Hours)**
- Choosing a store location, site selection. **(8Hours)**
- Managing a retail business, operation management- financial, operational, dimension. **Case Study2:** AI–Maha mobile shop **(8Hours)**
- Developing and implementing merchandise plans, Pricing in retailing, communicating with customer, Integrating and controlling the retail strategy. **(8Hours)**

SUGGESTED READINGS:

1. Berman,B. & Evans,R J.(2006). Retail Management, , Prentice Hall of India. New Delhi.
2. Nair, S.(2006). Retail Management, Himalaya Publication House., New Delhi.
3. NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.
4. **Case Study1:** Gupta, N., Sharma, R.R. and Pardasani, R. (2013), "FragraAroma – accord in business, concord in family", *Emerald Emerging Markets Case Studies*, Vol. 3 No. 7. <https://doi.org/10.1108/EEMCS-06-2013-0085>
5. **Case Study2:** Marios Katsioloudes Fauzia Jabeen , (2011)," AI–Maha mobile shop ", *Emerald Emerging Markets Case Studies*, Vol. 1 Iss 4 pp. 1 - 8

	Event Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30	70	100	03	40

OBJECTIVE: The purpose of this paper is to acquaint the students with the concepts, which are helpful in developing sound sales, distributions policy and in organizing, managing sales forces and marketing channels

- Introduction to event management, concept & design, feasibility, legal compliance. **(7Hours)**
- Marketing, promotion, financial management & risk management. **Case Study1:** Emerging knowledge and innovation in event management **(8Hours)**
- Protocol, Staging & Staffing. **(9Hours)**
- Leadership, operation & logistics, safety & security. **Case Study 2:** Events Management: An International Approach **(7Hours)**
- Crowd management & Evacuation, monitoring, control and Evaluation. **(9Hours)**

SUGGESTED READINGS:

1. Denvy, D. (2001). Organizing Special Events and Conference. Pineapple Press, Sarasota, Florida.
2. Getz, D. (1993). Event Management and Event Tourism. Cognizant communication corporation, New York.
3. Wagen & Carlos, (2005). Event Management- Pearson Education, New Delhi.
4. **Case Study 1:** Lockstone-Binney, L. and Junek, M.R.a.O. (2013), "Emerging knowledge and innovation in event management", *International Journal of Event and Festival Management*, Vol. 4 No.3. <https://doi.org/10.1108/IJEFM-06-2013-0010>
5. **Case Study2:** Hay, B. (2019), "Events Management: An International Approach", *Journal of Tourism Futures*, Vol. 5 No. 1, pp. 104-105. <https://doi.org/10.1108/JTF-03-2017-0008>

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time

MBE II Year	MBE-E324/424	Semester-III/IV
	International Marketing Management	

Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30	70	100	03	40

OBJECTIVE: This paper deals with a broad conceptual focus on the marketing management problems, techniques and strategies necessary to incorporate the marketing concept into the framework of the world market place. The present course explores those aspects of marketing which are unique to international business

- Importance and Challenge of International Marketing-Definition of International Marketing; Domestic Marketing Vs. International Marketing; Categories of International marketing Involvements; International Marketing Task; Nature of International Marketing Management; Characteristics of International Marketing Executives. **Case Study1:** Cilantro Café goes global: reflections on internationalization in Egypt 2.0. **(8Hours)**
- Analysis of International Marketing Environment and Identifying Foreign Markets Political Considerations and Governmental Influences; Cultural and Social Dynamics; Economic Development and Geographical Conditions; Competitive Conditions; Legal and Financial Influences, Trends in WTO, UNCTAD, IMF, WORLD BANK. **(8Hours)**
- International Marketing Intelligence and Research-Analysis of World Market; Market analysis; Purposes and Methods; Marketing Intelligence; International Marketing Research. Ê Planning Entry and Operations Strategies-Export; Franchise, Joint Ventures; Direct Investment; Multinational Operations. **(8Hours)**
- International Product Policies and pricing decisions-Strategic Considerations in Making Multinational Product decisions; Alternative Strategies in Multi-national Product Planning; Methodology in Making Multinational product Decisions. International Pricing Decisions-Price Escalation; International Transfer Pricing; Pricing Strategy; Factors influencing the Establishment of International Prices; Export Pricing, Differential Pricing. **(8Hours)**
- International Distribution System and Logistics-International Marketing Channel Decisions; Importance and Scope of Channel Decisions; Channels between Nations; International Physical Distribution Decisions; Nature of Physical Distribution, Risk management in international marketing, Institutional set-up for promoters, export assistance. **Case Study2:** Piping hot dogs: a case of a Malaysian franchise. **(8Hours)**

SUGGESTED READINGS:

1. Brady, D.L. (2011). *Essentials of International Marketing*. New Delhi: Jaico.
2. Cateora, P.R., Graham, J.L., Gilly, M.C. (2014). *International Marketing*. New Delhi: Mcgraw Hill Education.
3. Cherunilam, F. (2012). *International Marketing*. New Delhi: HPH.
4. Ghauri, P. & Cateora, P. (2010). *International Marketing*. New Delhi: TMH.
5. Ilkka, A.R. & Czinkota, M.R. (2013). *International Marketing*. New Delhi: Cengage Learning.
6. Jain, S. & Moitra, R. (2013). *International Marketing*. New Delhi: HPH.
7. Jain, S.C. (2014). *International Marketing Management*. New Delhi: CBS Publishers.
8. **Case Studies1:** Menatallah Darrag, Noha El Bassiouny, (2011) "Cilantro Café goes global: reflections on internationalization in Egypt 2.0", Emerald Emerging Markets Case Studies, Vol. 1 Issue: 3, pp.1-5, <https://doi.org/10.1108/20450621111172403> Permanent link to this document: <https://doi.org/10.1108/20450621111172403>
9. **Case Studies2** Sethela June, Asmat-Nizam Abdul-Talib, "Piping hot dogs: a case of a Malaysian franchise", Emerald Emerging Markets Case Studies, (2011), <https://doi.org/10.1108/20450621111127421>

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBE II Year	MBE-E325/425	Semester-III/IV
	Rural Marketing	

Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30	70	100	03	40

OBJECTIVE: The objective of the course is to familiarize the participants with conceptual understanding of Rural Marketing practices in Indian context.

- Introduction: Meaning -Evolution –Nature and Characteristics of Rural Market –Understanding the Indian Rural Economy –Rural Marketing Models –Rural Marketing Vs Urban Marketing –Parameters differentiating Urban & Rural Market –Differences in consumer behavior in Rural and Urban market. **(7Hours)**
- Rural Market Research: Sources of Information-Factors influencing rural consumers during purchase of products –Rural consumer Life style –Approaches and Tools of Marketing Research -Rural Business Research-Evolution of Rural Marketing Research –Sources and methods of data collection , data collection approaches in rural areas, data collection tools for rural market. Limitation and challenges in rural marketing research, role of rural marketing consulting agencies.**Case Study 1:**Vinamilk: from local cooperatives to international corporation. **(9Hours)**
- Rural Marketing Mix: Rural Marketing Mix –Additional Ps in Rural Marketing –4As of Rural Marketing Mix – New Product Development for Rural Market –Rural Market Product Life Cycle –Objectives behind new product launch –New Product development process. **(7Hours)**
- Rural Market Brand & Channel Management: Brand Loyalty in Rural Market –Regional Brands Vs National Brands –Channel Management –Indian Rural Retail Market –Rural Retail Channel Management –Strategies of Rural Retail Channel Management.**Case Study 2:**Aavaran: creating niche through contemporary traditional textiles. **(9Hours)**
- Applications and Innovations: Marketing of Consumer products, services, social marketing, agricultural marketing, rural industry products-Innovation for Rural Market –Marketing Strategies –e-Rural Marketing – Agricultural Co –operative Marketing –Rural Market Mapping –Corporate Social Responsibility –Organized Rural Marketing –IT for Rural Development –e-Governance for Rural India. **(8Hours)**

SUGGESTED READINGS:

1. Aggarwal, M. (2011). *Consumer Behaviour and Rural Marketing in India*. New Delhi: New Century Publication.
2. Dogra, B. & Ghuman, K. (2009). *Rural Marketing*. New Delhi: TMH.
3. Kashyap, P. (2016). *Rural Marketing*. New Delhi: Pearson India.
4. Krishnamacharyulu, C.G. & Ramakrishnan, L. (2011). *Rural Marketing text and cases*. New Delhi: Pearson Education.
5. Minouti, Kamat & Krishnamoorthy, R. (2013). *Co-operatives & Rural Markets*. New Delhi: HPH.
6. Rahman, H. (2011).*Rural Marketing*.New Delhi: HPH.
7. Velayudhan, S. K. (2007). *Rural Marketing*. New Delhi: SAGE Publication
8. Balram Dogra & Karminder Ghuman,(2009) *Rural Marketing*, TMH.
9. Sanal Kumar Velayudhan, (2012). *Rural Marketin* , 2eSage publication.
10. T P Gopalaswamy, Rural Marketing, Environment, problems,and strategies, 3e Vikas Publications, 2016
- 11.**Case Studies1**:<https://www.emeraldinsight.com/doi/full/10.1108/20450621211228400>
- 12.**Case Study 2**:<https://www.emeraldinsight.com/doi/full/10.1108/EEMCS-Aug-2012-0143>

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

Group: HUMAN RESOURCE

MBE II Year	MBE-E326/426	Semester-III/IV
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	Industrial Relations				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30	70	100	03	40

OBJECTIVE: The objective of this course is to acquaint the students with the concepts and practices of Industrial Relations.

- Industrial Relations, Meaning, Objectives, Scope, Conditions for Good Industrial Relations, Causes of Poor Industrial Relations, Effects of Poor IR, Suggestions to Improve Industrial Relations, IR in India, IR in Public Sector. Evolution of Industrial System, Essentials of Modern Industrial System, Impact of Industrial System. **Case Study1:** Anhui Xuanjiu Group: creating happiness for employees **(8Hours)**
- Industrial Dispute: Forms of Dispute, Causes of Disputes, Methods of Prevention and settlement of Industrial Disputes. **(8Hours)**
- Trade Unionism, Nature, Objectives and Functions, Growth and Development of the Trade Union Movement in India, Problems of Trade Unions, Rights of the Recognized Trade Unions, Essentials for Success of a Trade Union. **(8Hours)**
- Collective Bargaining, Structure of Collective Bargaining, Benefits of Collective Bargaining, Conditions for Successful Collective Bargaining, Collective Bargaining in India, Worker's participation in Management. **Case Study2:** Quota for the employment of disabled people in Russia: strategies for compliance. **(8Hours)**
- Absenteeism, Labor Turnover, Grievance Management. **(8Hours)**

SUGGESTED READINGS:

1. Dwivedi, R.S. (2002). *Industrial Relations in Indian Enterprises*. Galgotia Publishing Company, New Delhi.
2. Lal Das, D.K. (2003). *Industrial Relations in India*. S. Chand & Co, New Delhi.
3. Monappa, A. (1990). *Industrial Relations*. McGraw.Hill, New Delhi.
4. Mammoria, C.B., & Mammoria, S. (1997). *Dynamics of I.R. in India*, New Himalaya Publishing Co. Ltd, New Delh
5. Sinha, P.R.N., Sinha, I.B., & Shekhar, S.M. (2009). *Industrial Relations, Trade Unions, and Labour Legislation*, New Delhi: Pearson Education.
6. Sen, R. (2003). *Industrial Relations in India: Shifting Paradigms*, Macmillan Publishers Inida.
7. Sarma, A.M. (2005). *Industrial Relations: Conceptual and Legal Framework*, Himalaya Publishing House, Delhi.
8. Tripathi, P.C. (2010). *Personnel Management and Industrial Relations*, 20th Ed. Jain Book Depot, New Delhi.
9. **Case Studies1:** <https://www.emeraldinsight.com/doi/full/10.1108/EEMCS-12-2012-0209>.
10. **Case Studies2:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621111186165>.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBE II Year	MBE-E327/427	Semester-III/IV
	Human Resource Development	

Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30	70	100	03	40

OBJECTIVE: The main objective of the course is to help students to learn the various issues, trends and training and development in human resources.

- Foundation of Human Resource Development: Introduction to Human Resource Development, Influence on Employee Behavior, Learning and HRD, Performance and its Determinant, Competency Mapping, knowledge management. **(8Hours)**
- Framework for Human Resource Development: Assessing HRD needs, Designing effective HRD programs, Implementing HRD programs and Evaluating the HRD programs. Line Managers and HRD. **Case Study1:** Talent management and succession planning in emerging Asia. **(8Hours)**
- Human Resource Development Applications: Employees Socialization and Orientation, Skills and Technical Training, Coaching, Mentoring and Performance Management, Multi Source Feedback Systems (MAFs). **(8Hours)**
- Employees Counselling and Wellness Services, Career Management and Management Development, Organization and change, HRD and Diversity. **Case Study2:** Global outsourcing- USTC's entry into India: HR issues. **(8Hours)**
- HRD issues and experience: HRD strategies and experiences of Indian Companies, HRD in Health Care, Government and Public system, Human Resource Audit. **(8Hours)**

SUGGESTED READINGS:

1. Haldar, U.,K.(2009). *Human Resource Development*(1st Ed.). USA:OxfordUniv.Press.
2. Mcgoldrick, J., Stewart, J. & Watson, S. (2012).*Understanding Human Resource Development: A Research.based Approach*. New York:Rout ledge Tylor & Francis Group
3. Pareek, U. & Purohit (2009), *Training Instruments in HRD & OD*. New Delhi:Tata McGraw Hill.
4. Gupta, S. & .Gupta, S. (2008), *Human Resource Development. Concepts and Practices*.NewDelhi:DDP.
5. IGNOU(updated). Study Material of HRD (MS-22). New Delhi
6. Rao, T.V. (2008), *Readings in Human Resource Development*. New Delhi:Oxford& IBH Publishing Co. Pvt. Ltd.
7. Singh, S. K. (2008), *Human Resource Development*. New Delhi:AltanticPublisher:New Delhi.
8. Sahu, B. P. (2004). *Human Resource Development For Industrial Workers*. New Delhi:Mittal Publications.
9. Werner, J. M. & DeSimone, R. L.(2012). *Human Resource Development* (5 Ed). New Delhi:Cengage learning.
10. Wilson, J. P.(2005). *Human Resource Development: Learning and Training for Individuals & Organizations* (2Ed). London:.Kogan Page Limited.
11. **Case Study1:**<https://www.emeraldinsight.com/doi/full/10.1108/EEMCS-06-2013-0106>.
12. **Case Study2:**<https://www.emeraldinsight.com/doi/full/10.1108/20450621111149805>.

NOTE: The list of cases, specific reference and books including recent articles will be announced in the class by concerned teachers from time to time.

MBE II Year	MBE-E328/428	Semester-III/IV
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Labour Laws					
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30	70	100	03	40

OBJECTIVE: The purpose of this paper is to acquaint the student with various labour laws.

- Introduction, A brief over view of Fundamental Rights and Directive Principles of State Policy, Factories Act: 1948; **Case Study1:** Automating attendance recording of contingent labours at a large construction site. **(8Hours)**
- Payment of Wages Act 1936, Payment of Bonus Act. 1936. Payment of Gratuity Act 1972. **(8Hours)**
- Trade Unions Act 1926. Industrial Dispute Act 1947, Employment (Standing Orders) Act 1947 and Arbitration Act; **Case Study2:** Maruti Manesar lockout: the flip side of people management. **(8Hours)**
- Workmen’s Compensation Act 1923, Employment State Insurance Act 1952, Maternity Benefit Act 1961. **(8Hours)**
- Labour policy and laws :Labour Policy of Government of India, ILO and Indian Labour, Case Law. **(8Hours)**

SUGGESTED READINGS:

1. Cihon, P. J., & Castagnera, J. O. (2011). *Employment and Labour Law*. South. Western Conage Learning, U.S.A.
2. Servais,J. M. (2011). *International Labour Law*. Kluwer law International. Netherland
3. Blanpain, R., & Baker, J. (2010). *Comparative labour law & Industrial relation in Industialised Market*. Kluwer law International. Netherland.
4. Hepple, B. (2005). *Labour Law & Global Trade*. Hart Publishing Company,Portland.
5. Davis, AC.L (2004). *Perspective on labour Law*. Cambridge Press, U.K.
6. Blanpain, R.(2001). *Labour law Human Rights & social Justice*. Kluwer law International,Netherland.
7. **Case Studies1:**<https://www.emeraldinsight.com/doi/full/10.1108/20450621211294407>.
8. **Case Studies2:**<https://www.emeraldinsight.com/doi/pdfplus/10.1108/EEMCS-02-2014-0042>

NOTE: The list of cases, specific reference and books including recent articles will be announced in the class by concerned teachers from time to time.

MBE II Year	MBE-E329/429	Semester-III/IV
	Competancy Mapping and Development	

Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30(20+10)	70	100	03	40

OBJECTIVE: The objective of this course is to appraise the student with competency mapping and development.

- History & Origin of Competency , Reasons for Popularity of Competency, Views Against Competency, Definitions. **(8Hours)**
- Skill, Knowledge & Motive , Trait & Self Concept , Iceberg Model of Competency, Traits of Competency. **Case Study1:** Talent management at Telekom Malaysia Berhad **(8Hours)**
- Threshold Competencies , Differentiating Competencies, Generic or Key Competencies, Functional or Technical Competencies , Leadership or Managerial Competencies. **(8Hours)**
- Determining the objective & Scope , Clarifying Implementation Goals & Standards , Create an Action Plan, Define Performance, Effectiveness Criteria . Identify a Criterion Sample , Data Gathering & Interim Competency Model. **Case Study2:** The perception of employer value propositions and the contrast between Dutch and Chinese graduates: A case study of TNT. **(8Hours)**
- Leadership and managerial competency models , Delphi Technique , Competencies & Generic Indicators , 360 Degree Feedback . HR Generic Competency Model , Supervisory Generic Competency Model. **(8Hours)**

SUGGESTED READINGS:

1. Decenzo , D.A., & Robbins, S.P.(2005). Human resource management. John Wiley & Sons, USA.
2. Hall, Calvin S. et al .(1998).. Theories of Personality. Wiley Publication. USA.
3. Newstrom, J.W., & Keith, D.(2003). Organizational Behaviour – Human Behavior at work. Tata McGraw Hill. New Delhi.
4. Parek, U., & Khanna, S.(2011). Understanding Organizational Behaviour. Oxford University Press., USA.
5. Pareek , U., & Lynton, R.P. (1990). Training for development. Vistaar Publications. New Delhi.
6. Robert , N. L. (2009). Human Relations in Organizations: Applications and Skill Building (6th ed.). India: McGraw Hill Education, New Delhi
7. Stephen, R. Et al. (2006). Training in Interpersonal Skills – tips for managing People at work. Pearson, New Delhi.
8. Whetten, & Cameron.(2002). Development Management Skills(7th Ed.). Prentice Hall, New Delhi
9. Whetten & Cameron.(2007). Development Management Skills; 7th Ed. Pearson PHI, New Delhi.
10. **Case Study1:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621111110645>.
11. **Case Study2:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621111117125>.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBE II Year	MBE-E330/430		Semester-III/IV		
	Organizational Change and Development				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30	70	100	03	40

OBJECTIVE: The objective of this course is to appraise the student with competency mapping and development of organisation.

- Organizational Development: Concept; Foundations of Organizational Development; Planned Organizational Change. **(8Hours)**
- Organizational Diagnosis; Feedback and Organizational Development, Achieving organizational improvement with organizational development; **Case Study1:**ABC Development Organization. **(8Hours)**
- OD Interventions: Team. Building Interventions; Personal, Interpersonal and Group Process Interventions; Conditions for successful OD interventions. **(8Hours)**
- Organizational Transformation; OD Consultant: Role and Skills, Value and Belief Systems of Change Agent; **Case Study2:** Anglo Gold Ashanti: the dawning of a new age. **(8Hours)**
- Operational Component of OD: Diagnostic Component, Action.Taking Component and Process Maintenance Component. The Future of OD and New Perspectives. **(8Hour)**

SUGGESTED READINGS:

1. Burton, R.M. (2004). *Strategic Organizational Diagnosis and Design: The Dynamics of Fit*, Kluwer, Boston.
2. Clayton, A.P. (2011). *The Practice of Organizational Diagnosis: Theory & Methods*, New York: Oxford University Press, USA.
3. Lippitt, G. (2006). *Organization Renewal: Achieving Viability in a Changing World*, Appleton. Century, Crofts.
4. Rao, M.G., & Rao, V.S.P. (1999). *Organization Design, Change & Development*, Discovery Publishing House, New Delhi.
5. Singh, K. (2009). *Change Management*, Excel Books India, New Delhi.
6. Wendell, L.F., Cecil, H., & Bell, J. (2006). *Organizational Development: Behavioral Science Interventions for Organization Improvement*, Mishawaka: Better World Books, New Delhi.
7. **Case Study1:** <https://www.emeraldinsight.com/doi/full/10.1108/EEMCS-07-2013-0132>.
8. **Case Study2:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621211289476>.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time

Group: FINANCE

MBE II Year	MBE-E331/431	Semester-III/IV
	Management of Financial	

	Services					
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours	
3 Hrs.	30(20+10)	70	100	03	40	

OBJECTIVE: The objective of this course is to apprise the students with the concepts and practices of Merchant Banking and Financial Services.

- Origin, meaning, need, functions and growth of merchant banking institutions in India, steps involved in the establishment of merchant banking outfit, Nature and scope of financial services, management of risk in financial services. **(8Hours)**
- Merchant Banking Activities, Project counseling, appraisal and financing. **Case Study1:** Merchant's bank (in organization). **(8Hours)**
- Non Banking Finance companies (NBFCs), Meaning, Types and services rendered by NBFCs, Debt Securitization, Leasing and hire purchase. **Case Study2:** Apollo manufacturing corporation. **(8Hours)**
- Factoring, forfeiting and Bill discounting, Housing Finance and credit rating, Types of credit and credit regulations. **(8Hours)**
- Banking and Insurance, Credit cards, Venture Capital, Forex markets regulation and control. **(8Hours)**

SUGGESTED READINGS:

1. Batra, G. S., & Bhatia, B. S. (2008). *Management of Financial Services*. Deep & Deep Publication Pvt. Ltd., New Delhi.
2. Croft, L. (2009). *Management & Organization in Financial Services*. Ane Book India, New Delhi.
3. Gurusamy, S. (2009). *Financial Services*. (N.D) Prentice Hall of India, New Delhi.
4. Mcgrill, Ross, (2008). *Technology Management in Financial Services*. Palgrave Macmillan, New York.
5. Padmalatha, S. & Justin, P. (2017). *Management of Banking and Financial Services*. Pearson Editing.
6. Suresh, P. & Paul, J. (2010). *Management of Banking and Financial Services*, Dorling Kindersley (India) Pvt. Ltd., New Delhi.
7. Sharma, M. (2008). *Management of Financial Institution with emphasis on Bank & Risk Management*. Prentice Hall of India, New Delhi.
8. Rose, P. S. & Hudgins, S. C. (2005). *Bank Management and Financial Services*. Tata McGraw Hill, New Delhi.
9. Tripathy, N. P. (2004). *Financial Instruments and Services*. Prentice Hall of India, New Delhi.
10. **Case Study 1:** <https://www.aabri.com/manuscripts/11892.pdf>
11. **Case Study 2:** <https://nebula.wsimg.com/5e5475f0f07950ceabf8c66e12b9fefe?AccessKeyId=A83663472B839ECDD54B&disposition=0&alloworigin=1>

NOTE: The list of cases, specific reference and books including recent articles will be announced in the class by concerned teachers from time to time.

MBE II Year	MBE-E332/432		Semester-III		
	TAXATION				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours

3 Hrs.	30(20+10)	70	100	03	40
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OBJECTIVE:The objective of this course is to apprise the students with the concepts and practices of corporate tax planning & management.

- Basic concepts of Income tax act and New Direct Tax Code 2009, Tax Relief, Tax Refund Tax avoidance and Tax evasion, Significance and Problem of tax planning, Recognized methods of Tax Planning, Tax Planning and Tax Management. **Case Study:** Investing in tax-free versus taxable bonds. **(8Hours)**
- Residential Status and its implications for Tax Planning, Assessment Procedures under Salaries. **(8Hours)**
- House Property, Profits and Gains of Business or Profession, Capital Gains and income from other Sources. E-filing: Compulsory filing of return based on economic criterion, Forms of return, Procedure of e-filing. **Case Study:** house property under income tax **(8Hours)**
- Corporate Tax Planning, Tax Planning for new business, Choice of nature and types of business location, Tax Planning for financial structure, amalgamation and restructuring, Implication of avoidance of Double Taxation Agreement. **(8Hours)**
- Basic concepts of GST-Direct and Indirect tax, Pre GST Indirect tax structure in India, Law regulating GST, Concept of supply-Taxable event, significance of consideration, activities which are treated as supply under schedule I and II, activities given in negative list, Significance of expression, relevant to attract GST, types of supply. Levy of GST, basic charges, inter and intra state supply, GST rates notified for supply of various goods and services. **(8Hours)**

SUGGESTED READINGS:

1. Agarwal, K. K. (2007), "Corporate Tax Planning" New Delhi: Atlantic Publishers & Distributors.
2. Ahuja, G., & Gupta, R., (2013). Simplified Approach to Corporate Tax Planning and Management. New Delhi: Bharat Book Depot.
3. Singhanian, V. K. & Singhanian, K., (2015). Direct Taxes: Law and Practice (54th edition). New Delhi: Taxmann Publications.
4. Dr. Pant, Kamal. (2015) Procedure to e-filing of tax. New Delhi: Luxmi Publications
5. Lakhota, R.N., & Lakhota, S., (2012). How to Save Income Tax through Tax Planning. New Delhi: Vision Books India Ltd.
6. Rajaratnam, S., & Venkataramaiah, B.V., (2012). Tax Planning: Issues, Ideas, Innovations. New Delhi: Bharat Book Publishing House.
7. Singhanian, M., (2012). Corporate Tax and Dividend Policy. New Delhi: Jain Book Depot.
8. Singhanian, V., & Singhanian, M., (2009). Corporate Tax Planning and Business Tax Procedures. New Delhi: Taxmann Publications.
9. **Case Study 1:**
<https://nebula.wsimg.com/37382c20f0c8eb00669d0aefbb63f6c6?AccessKeyId=A83663472B839ECD54B&disposition=0&alloworigin=1>
10. **Case Study 2:** <http://www.pkmadvisory.com/wp-content/uploads/2016/12/house-property-under-income-tax.pdf>

NOTE:The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time

On Line Reading / Supporting Material:

1. Finance Act of the relevant assessment year.
2. CBDT Circulars.
3. Latest Court judgements for the relevant assessment year

MBE	MBE-E333/433	Semester-III/IV
II Year	Investment Management and	

Financial Engineering					
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30(20+10)	70	100	03	40

OBJECTIVE: The objective of this course is to apprise the students with the concepts and practices of Investment Management.

- Introduction – Securities Market, Mobilization of Savings, Objectives of Investors, Investment Avenues, Investment Media, Features of an Investment Programme. Difference between Investment and Speculation **(8Hours)**
- Development of Financial System in India, Structure of Financial Markets, Financial Institutions, New Developments in the Financial System. **(8Hours)**
- Government Securities- Types, Life Insurance, Kinds of Policies, Procedure for taking a policy, Investment in Units, Different Unit Schemes, Tax Benefits, Provident Funds, National Saving Schemes—Post Office Savings and other Alternative Forms of Investment. **Case Study1:** Impact of FDI on insurance sector of India. **(8Hours)**
- Stock Markets in India, Role of New Issues Market, Mechanics of Security Trading in Stock Exchanges, Kinds of Trading Activity, Listing of Securities, Legal Control of Stock Exchange in India. **(8Hours)**
- Derivatives and Latest trading practices, Forward contracts, future contracts, options and other derivatives, future market and use of futures for hedging, interest rate futures, SWAPS, Black Scholes Analysis. **Case Study2:** Forward premium and forward contracts. **(8Hours)**

SUGGESTED READINGS:

1. Avadhani, V.A.(1992). *Investment & Securities Market in India: Investment Management*. New Delhi.: Himalayan Publication,.
2. Beder, S.T., & Marshall, M.C.(2011). *Financial Engineering: The Evolution of Profession*. New Jersey: John Wiley & Sons,.
3. Bhalla, V.K. (2008). *Investment Management*. , New Delhi: S. Chand Publication.
4. Kaptan, S.S. (2001). *Investment Management*. New Delhi: Sarup & Sons.
5. Litterman, B. (2004). *Modern Investment Management: A Equilibrium Approach*. New Jersey: John Wiley & Sons.
6. Maheshwari, Y. (2008). *Investment Management*. New Delhi: Prentice Hall of India.
7. Neftci, N. S. (2008). *Principles of Financial Engineering*. United States: Academic Press.
8. Ruppert, D. (2011). *Statistic & Data Analysis for financial Engineering*. New York: Springer.
9. Vishwanathan, R. & Krishnamurthy, C. (2009), “*Investment Management: A Modern Guide to Security Analysis and Stock Selection*. New York: Springer.
10. **Case Study 1:** <http://www.worldscientificnews.com/wp-content/uploads/2015/10/WSN-472-2016-190-201.pdf>
11. **Cas Study2:** <https://nebula.wsimg.com/2463c30752c14c11e477df3199f855c8?AccessKeyId=A83663472B839ECDD54B&disposition=0&alloworigin=1>

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBE II Year	MBE-E334/434	Semester-III/IV
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Working Capital Management					
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30(20+10)	70	100	03	40

OBJECTIVE: The objective of this course is to appraise the student with working capital.

Introduction to Working Capital: Nature, Scope and Definition of Working Capital, Working Capital Cycle, Assessment and Computation of Working Capital Requirement, Overview of Working Capital Management. **(8Hours)**

- Management of Cash and Marketable Securities, Cash Budget, Flexible budget, Marketable Securities: Concept, types, reasons for holding marketable securities, Cash Management Practices in India **(8Hours)**
- Management of Receivables: Receivables: Nature & cost of maintaining receivables, objectives of receivables management, factors affecting size of receivables, policies for managing accounts receivables. **(8Hours)**
- Inventory: Need for monitoring & control of inventories, objectives of inventory management, Benefits of holding inventory, risks and costs associated with inventories, Inventory Management: Minimizing cost in inventory, Techniques of Inventory Management. Classification, order quantity, order point etc. **Case Study1:** Antioack Hardware. **(8Hours)**
- Working Capital Financing: Need and objectives of financing of working capital, short term credit, mechanism and cost-benefit analysis of alternative strategies for financing working capital: Pattern and sources of Working Capital Financing in India. **Case Study2:** case study on working capital management of Bajaj Auto Ltd. **(8Hours)**

SUGGESTED READINGS:

1. Prere, L. (2010). *Working Capital Management*. USA: Oxford University Press.
2. Bhattacharya, H. (2006). *Working Capital Management: Strategies & Techniques*. New Delhi: Prentice Hall of India.
3. Vijaykumar, A. (2006). *Working Capital Management*. New Delhi: Northern Book Centre.
4. Jain, N. K. (2004). *Working Capital Management*. New Delhi: Prentice Hall of India
5. **Case Study1:** <https://nebula.wsimg.com/31e7fe0eb2af33d8ae962b1d8edaa6d5?AccessKeyId=A83663472B839ECDD54B&disposition=0&alloworigin=1>
6. **Case Study2:** <http://cbasmohali.org/img/Working%20Capital%20Management%20of%20Bajaj%20Auto%20Ltd..pdf>

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBE II Year	MBE-E335/435	Semester-III/IV
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	Management of Banks				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30(20+10)	70	100	03	40

OBJECTIVE: The objective of this course is to appraise the students with the banking law and practices and develop an understanding of various laws affecting banks.

- Evolution of banking law, Main provisions of The Banking Regulation Act 1949, The RBI Act 1934, Capital Adequacy in Banks. RBI and its Functions. **Case Study1:** The case of Taiwan's futures commission merchants. **(8Hours)**
- Cheques- Requisite of cheque, crossing and endorsement, Refusal of cheque payment by Bank, Protection to a paying Banker, The collecting Banker- Duties and legal Protection. **(8Hours)**
- Securities for Bank Advances: Forms of securities and precautions taken by Banks in accepting these Securities. **(8Hours)**
- Guarantees- Contract of Guarantee and contract of indemnity, Guarantee as Banker's Security, Legal decisions relating to Guarantees, Law relating to Letter of credit, Parties to a Letter of credit, Types of Letter of credit, writing reports on Bank visits and prevailing practices in Banking- Casestudies. **(8Hours)**
- Banker Customer Relationship- Special customers including lunatics, Un-discharged Bankrupts Agents, Executors and Administrators, Partnerships, Joint Stock companies and Trusts, Contemporary issues in Bank Management -An overview. **Case Study2:** A case study of ICICI bank. **(8Hours)**

SUGGESTED READINGS:

1. Ghosh, A. (2012). *Managing Risk in Commercial retail Banking*. New Delhi: Wiley.
2. Indian Institute of Banking & Finance (IIBF). (2010). *Bank Financial Management*. New Delhi: Macmillan.
3. Indian Institute of Banking & Finance (IIBF). (2010). *Principles & Practices of Banking*. New Delhi: Macmillan.
4. Koch, T. W. & Scott S. (2009). *Bank Management*. USA : Cengage Learning.
5. Padamalatha, S. And Justin, P. (2017). *Management Of Banking And Financial Services*. Pearson Edition
6. Ruozi, R., & Ferrari, P. (2013). *Liquidity Risk Management in Bank Economic & Regulatory Issues*, London. Heidelberg New York: Springer.
7. Rose, P.S. & Hudgins, P.S. (2005). *Banking Management & Financial Services*. New Delhi: Tata McGraw Hill.
8. Suresh, P., & Paul, J. (2011). *Management of Banking & Financial Services*. New Delhi: Dorling Kindersley (India) Pvt.Ltd.
9. Varshney P.N. (2001). *Banking Law & Practice*. New Delhi: Sultan Chand & Sons.
10. **Case Study1:**
<https://nebula.wsimg.com/c02440ba64f00ca8b9d2608d1c29d33b?AccessKeyId=A83663472B839ECDD54B&disposition=0&alloworigin=1>
11. **Case Study2:**
<https://www.mbaknol.com/management-case-studies/customer-relationship-management-crm-in-banking-a-case-study-of-icici-bank/>

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.