DEPARTMENT OF MANAGEMENT STUDIES

SCHOOL OF MANAGEMENT

PONDICHERRY UNIVERSITY

MBA (INSURANCE MANAGEMENT)



Course Structure & Syllabi 2026-27

Submitted to Board of Studies, on 23rd March, 2026

School of Management

Karaikal Campus

Karaikal-609605

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PONDICHERRY UNIVERSITY, KARAIKAL CAMPUS

MBA (INSURANCE MANAGEMENT)

Course Structure

(Regulation 2026-27)

FIRST SEMESTER				
Code	**Title**	**Credits**	**H/S***	**Marks**
MBAI-410	Management Process and Organisational Behaviour	4	H	100
MBAI-411	Business Environment	4	H	100
MBAI-412	Managerial Economics	4	H	100
MBAI-413	Risk Management and Insurance	4	H	100
MBAI-414	Principles and Practice of Life and General Insurance	4	H	100
MBAI-415	Accounting for managers	4	H	100
MBAI-416	Statistics for Management	4	H	100
MBAI-417	Communication skill workshop	2	H	50
	Total Credits	**30**		750
SECOND SEMESTER				
Code	**Title**	**Credits**	**H/S***	**Marks**
MBAI-421	Marketing Management	4	H	100
MBAI-422	Human Resource Management	4	H	100
MBAI-423	Financial Management	4	H	100
MBAI-424	Business Research Methods	4	H	100
MBAI-425	Entrepreneurship & Start-up	4	H	100
MBAI-426	Insurance Law and Regulations	4	H	100
MBAI-427	Business analytics Lab	2	H	50
MBAI-428	Minor Winter Project (2 Weeks)	2	H	50
	Total Credits/Marks	**28**		700
* H –Hard core paper, S – Soft core paper				

THIRD SEMESTER				
Code	**Title**	**Credits**	**H/S***	**Marks**
MBAI-431	Marine Insurance	4	H	100
MBAI-432	Foundation of Actuarial Science	4	H	100
MBAI-433	Industry interface	2	H	50
MBAI-434	Insurance Elective – I	4	S	100
MBAI-435	Insurance Elective – II	4	S	100
MBAI-436	Functional Elective-II (Marketing/HR/Finance)	4	S	100
	Total Credits/Marks	**22**		550
FOURTH SEMESTER				
Code	**Title**	**Credits**	**H/S***	**Marks**
MBAI-441	Health Insurance	4	H	100
MBAI-442	Motor Insurance	4	H	100
MBAI-443	Capstone Project (8 Weeks) including viva voce	4	H	150
MBAI-444	Insurance Elective – I	4	S	100
MBAI-445	Insurance Elective – II	4	S	100
MBAI-446	Functional Elective-II (Marketing/HR/Finance)	4	S	100
	Total Credits/Marks	**24**		650
* H –Hardcore paper, S – Softcore paper				

LIST OF ELECTIVES

Code	INSURANCE ELECTIVES	Credits	H/S*	Marks
III Semester				
MBAI-I01	Digital marketing in insurance	4	S	100
MBAI-I02	Fire & Consequential Loss Insurance	4	S	100
MBAI-I03	General Insurance Claims	4	S	100
MBAI-I04	Miscellaneous Insurance	4	S	100
MBAI-I05	Reinsurance Management	4	S	100
IV Semester				
MBAI-I06	Agricultural and Rural Insurance	4	S	100
MBAI-I07	Aviation Insurance	4	S	100
MBAI-I08	Fraud Risk Management in Insurance	4	S	100
MBAI-I09	Liability Insurance	4	S	100
MBAI-I10	Health Insurance Operations	4	S	100
* H –Hard core paper, S – Softcore paper				

Code	MARKETING ELECTIVES	Credits	H/S*	Marks
III Semester				
MBAI-M01	Branding and Marketing Communications	4	S	100
MBAI-M02	Customer Relationship Management	4	S	100
MBAI-M03	Insurance Product Development & Management	4	S	100
MBAI-M04	Understanding Buyer Behaviour	4	S	100
MBAI-M05	Insurance Marketing Firms	4	S	100
IV Semester				
MBAI-M06	International Marketing	4	S	100
MBAI-M07	Business to Business Marketing	4	S	100
MBAI-M08	Social Media Marketing	4	S	100
MBAI-M09	Sales and Distribution Management	4	S	100
MBAI-M10	Services Marketing	4	S	100
* H –Hard core paper, S – Softcore paper				

Code	HR ELECTIVES	Credits	H/S*	Marks
III Semester				
MBAI-H01	Talent Acquisition & Recruitment	4	S	100
MBAI-H02	Employee Relations and Labour Laws	4	S	100
MBAI-H03	Employee Engagement and Retention	4	S	100
MBAI-H04	HR Analytics	4	S	100
IV Semester				
MBAI-H05	Global HR Management	4	S	100
MBAI-H06	Compensation and Benefits	4	S	100
MBAI-H07	Performance Management	4	S	100
MBAI-H08	Employee Wellness and Mental Health	4	S	100

Code	FINANCE ELECTIVES	Credits	H/S*	Marks
III Semester				
MBAI-F01	Banking and Indian Financial System	4	S	100
MBAI-F02	Behavioural Finance	4	S	100
MBAI-F03	Financial Engineering	4	S	100
MBAI-F04	Security Analysis and Portfolio Management	4	S	100
IV Semester				
MBAI-F05	International Financial Management	4	S	100
MBAI-F06	Financial Markets and Services	4	S	100
MBAI-F07	Mergers & Acquisitions	4	S	100
MBAI-F08	Microfinance	4	S	100
* H –Hard core paper, S – Softcore paper				

Total number of credits	104
Total marks	2650
Total number of theory papers Hard-core Soft core	21 22 6
Total number of labs	1
Total number of workshops	1
Number of Projects	2

PONDICHERRY UNIVERSITY VISION

"Societal transformation through progressive education, impactful research and continuous innovation for Sustainable growth"

PONDICHERRY UNIVERSITY MISSION

1. Fostering excellence in education, innovation and entrepreneurship to create change agents for inclusive growth.

2. Encouraging inter-disciplinary studies and research to embrace the changing dimensions of the society and industry.

3. Providing academic and research facilities with ambience that conform to global benchmarks.

4. Partnering with national and international institutions for leveraging synergies.

5. Engaging communities through extension activities for neighbourhood development.

6. Supporting policy development and practices through continuous engagement with stakeholders.

ABOUT PONDICHERRY UNIVERSITY

The University has secured:

- #13 Rank (Overall) in NIRF 2024
- Ranked in the 101–150 band in the University category (NIRF 2024)
- #65 among Top Universities in India (2024) by CWUR
- Placed in the 1201–1400 rank band globally by Times Higher Education
- Ranked 251–300 in Asia (QS Rankings)
- Ranked #03 in Outlook-ICARE 2024

Pondicherry University is one of the fastest-growing Central Universities in India. The National Assessment and Accreditation Council (NAAC) accredit the University with A+ Grade.

Department of Management, Karaikal campus

MBA (Insurance Management) Programme

The MBA (Insurance Management) programme at the Karaikal Campus has been offered for over **Seventeen years**, with the objective of promoting specialized management education in the rapidly expanding insurance sector. The Department has emerged as a **nodal centre in India for Insurance Management education in terms of two years MBA Program,** producing competent professionals for the life and non-life insurance industries.

VISION

To emerge as a nationally recognized centre of excellence in Insurance Management education, research, and industry engagement, contributing to the growth and professionalization of the Indian and global insurance sectors.

MISSION

- To deliver industry-aligned and competency-based management education in insurance.
- To continuously update curriculum in line with regulatory, technological, and global developments.
- To promote professional certification and industry integration.
- To foster research and innovation in insurance and risk management domains.

DEPARTMENT OBJECTIVES

1. To Provide Specialized Management Education
2. To Align Curriculum with Industry Requirement
3. To Develop Functional and Operational Expertise
4. To Enhance Professional Competency and Certification
5. To Maintain Academic Excellence
6. To Serve as a Nodal Centre for Insurance Education

DEPARTMENT GOALS

1. Industry-Ready Graduates
2. Professional Recognition and Industry Integration
3. Research and Knowledge Development
4. Placement and Career Advancement
5. Continuous Academic Improvement

PROGRAMME OBJECTIVES (POS)

1. Industry-Oriented Education
2. Skill Development Across Functional Streams
3. Managerial and Analytical Competence
4. Professional Certification Integration
5. Research and Knowledge Enhancement

PROGRAMME OUTCOMES

Upon completion of the programme, graduates will be able to:

- Demonstrate comprehensive knowledge of life and general insurance operations.
- Apply underwriting, claims, and risk management principles effectively.
- Analyse insurance data using business analytics tools.
- Formulate strategic decisions in insurance marketing and product management.
- Exhibit ethical professionalism aligned with regulatory frameworks.
- Integrate academic knowledge with professional certification standards.

UNIQUE FEATURES OF THE PROGRAMME

- Industry-aligned and periodically revamped curriculum
- Strong integration with professional certification standards of the Insurance Institute of India.
- Focus on both functional and operational domains of insurance.
- Dedicated Placement Support and industry interaction.
- Established reputation as a specialized centre for Insurance Management education in India.
-

COMMITMENT TO QUALITY AND EXCELLENCE

The Department aligns its academic practices with the institutional quality benchmarks of NAAC and NIRF

- Continuous curriculum enrichment
- Industry-academia collaboration
- Outcome-based education framework
- Student competency enhancement
- Strong placement and professional advancement support

PROGRAMME EDUCATIONAL OBJECTIVES (PEO'S)

MBA (Insurance Management) graduates are expected to:

PEO 1: Establish successful careers in life and non-life insurance companies, insurance Intermediaries, financial institutions, and allied sectors.
PEO 2: Demonstrate managerial leadership and decision-making capabilities in Underwriting, claims management, marketing, risk assessment, and insurance Operations.
PEO 3: Acquire professional certifications such as Licentiate and Associateship from the Insurance Institute of India and pursue continuous professional development.
PEO 4: Exhibit ethical practices, regulatory compliance awareness, and socially responsible.
Leadership in the insurance and financial services industry.
PEO 5: Contribute to research, innovation, and policy discussions in insurance, risk Management, actuarial services, and emerging areas such as InsurTech.

PROGRAMME OUTCOMES (PO'S)

Upon completion of the programme, students will be able to:

PO1: Apply management theories and insurance principles to real-world problems.
PO2: Analyse risk, underwriting, and claims using quantitative and analytical tools.
PO3: Demonstrate functional knowledge in life and non-life insurance.
PO4: Apply financial, HR, marketing, and operational strategies in insurance contexts.
PO5: Use business analytics tools for data-driven decision-making.
PO6: Demonstrate ethical reasoning and regulatory compliance awareness.
PO7: Exhibit leadership, teamwork, and communication skills.
PO8: Engage in lifelong learning and professional certification.

CO-PO MAPPING

Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1: Understand insurance fundamentals	✓		✓		✓			
CO2: Analyse risk and policy structures	✓	✓	✓		✓			
CO3: Evaluate regulatory framework			✓		✓			
CO4: Develop insurance product proposals	✓	✓	✓	✓	✓		✓	✓

Vision and Mission Alignment

Vision / Mission Statements	PEO1	PEO2	PEO3	PEO4	PEO5
Deliver industry-aligned education	✓	✓			
Promote professional certification		✓	✓		
Encourage ethical and responsible leadership	✓	✓		✓	
Foster research and innovation					✓
Strengthen industry collaboration	✓	✓	✓		

COURSE REGULATIONS (2026-2027)

The MBA course in Insurance Management is offered by Department of Management, Pondicherry University at Karaikal Campus. This is a full-time programme of two-years duration which consists of four semesters.

Course structure

The course structure comprises of twenty-one hard core papers and six soft core papers, system skill workshop and Business analytics lab. In the third and fourth semesters the student has an option to choose six electives out of four streams of electives. The number of credits for each paper is 4 depending upon the weightage in the syllabus.

The project viva for the Minor project two weeks at the end of first semester and Major project for eight weeks will be held at the mid of the 4th semester respectively. The minor and major projects will carry two and 6 credits respectively for the project work, presentation and viva-voce put together.

EXAMINATIONS

Choice Based Credit System (CBCS) is followed in the department. Grading is used for performance evaluation. Grades are awarded in the final assessment taking into consideration cumulative grade point averages. Evaluation of students is done in two ways:

1. Internal assessment: Internal assessment is continuous and is awarded out of 40 marks in each paper by the teacher concerned. The assessment is based on two tests for 30 marks and other participatory pedagogy (case analysis, field based projects, term papers, case discussions, class room participation, web assignments, brain storming, simulation, role plays, mini projects, industrial visit reports, quizzes etc.,) for 10 marks in each paper.

2. The internal assessment marks shall be given as per the following breakup: Internal Assessment Tests / Term Papers / Quizzes (two) 2 x 15 = 30 Seminars/ Assignments/ Case Demos/ Presentations/ Write ups/ Viva, etc. 1x 10 = 10 Internal Total 40

3. End semester examination: The examinations comprise of question paper setting by concerned subject faculty.

4. The internal assessment is for 40% and semester end examinations are for 60%.

5. Question paper pattern for end semester examination is shown in the following exhibit.

6. The Head of the Department shall be the Chairperson for the Board of the Examiners.

MBA (INSURANCE MANAGEMENT)
MODEL QUESTION PAPER

Time: 3 Hours Max. Marks: 60

Q. No.	Unit from which Question to be asked	Type of Question (Theory/Problem)
SECTION – A Answer all the questions given below (5 X 2 = 10 Marks) (Maximum of 50 words)		
1 To 5 No choice	Unit – 1 Unit – 2 Unit – 3 Unit – 4 Unit – 5	Questions from each unit
SECTION – B Answer the following Questions (5 X 8= 40 Marks) (Maximum of 200 words)		
6. 7. 8. 9. 10.	Unit – 1 (a) or (b) Unit – 2 (a) or (b) Unit – 3 (a) or (b) Unit – 4 (a) or (b) Unit – 5 (a) or (b)	Internal choice either (a) or (b) Theory/Problem*
SECTION – C Case Study Compulsory (10 Marks) (Maximum of 300 words)		
11.	From any Unit	Case Study/Problem*
* Theory / Problem depends upon the nature of the subject		

6. Project Works and Viva-voce Examination

(a) Project works: The students are expected to do Minor Major Project in an insurance company (life or non-life) or in FMCG industry and Major Project in an insurance company/insurance broking firms/insurance verticals of consultancy firms/banks/ any other company related to insurance.

• Minor project – The duration of the project is two weeks and will be assessed for 50 marks.
• Major project – The duration of the project is eight weeks and will be assessed for 150 marks.

Minor Project will be evaluated for 50 marks by the respective guide/faculty based on the student's presentation. Major Project will be evaluated for 100 marks by the respective

guides and external examiners in the ratio of 40:60 respectively. The internal evaluation marks (50%) will be awarded based on the project presentation in the class room by the candidates assessed by all the teachers of the department. The presentation involves preparation of synopsis and its distribution to students and faculty in advance and a power point presentation in the class room. The student has to defend his objectives, methodology, findings and their managerial implications.

(b) Project viva Project viva-voce will be for 100 marks. The project viva marks will be awarded by the external examiner (academic) and external examiner (executive from the industry) jointly and the average is considered for the final marks.

7. **Passing Condition** in order to declare the pass, a student should get

1. A minimum of 40% marks in end-semester exam, and
2. A minimum of 50% marks in aggregate when internal assessment and end semester marks are added.
3. There is no minimum pass mark in case of internal assessment examinations.
4. Maximum number of years permitted after completion of 4th Semester and to write arrear subjects: Two years

8. **Attendance** No student who has less than 70% attendance in any course shall be permitted to attend the end-semester examination and he/she shall be given grade of FA-failure due to lack of attendance. He shall be asked to repeat that course the next time it is offered.

9. **Supplementary Examinations**

a). A failed student who meets the attendance requirement and has a minimum of 40% in internal assessment marks may be permitted to register for the next end semester examination in the following semester itself.

b). Students who have failed due to insufficient attendance and / or less than 40% in internal assessment marks should repeat the course as and when it is offered.

10. Maximum number of years permitted after completion of Semester IV to write arrear subjects: Two years

11. Guidelines to deal with attendance shortage of the students:

The students are permitted to proceed to the succeeding semesters without break. Under this scheme, the students should repeat the semester in which shortage occurred after completing the last semester (Semester-IV).

SEMESTER – I

LIST OF CORE PAPERS

FIRST SEMESTER				
Code	**Title**	**Credits**	**H/S***	**Marks**
MBAI-410	Management Process and Organisational Behaviour	4	H	100
MBAI-411	Business Environment	4	H	100
MBAI-412	Managerial Economics	4	H	100
MBAI-413	Risk Management and Insurance	4	H	100
MBAI-414	Principles and Practice of Life and General Insurance	4	H	100
MBAI-415	Accounting for Managers	4	H	100
MBAI-416	Statistics for Management	4	H	100
MBAI-417	Communication skill workshop	2	H	50
	Total Credits	**30**		750

MBAI-410 MANAGEMENT PROCESS AND ORGANISATIONAL BEHAVIOUR

COURSE OBJECTIVE: **No. of credits:4**

- Providing conceptual understanding of management concepts
- Familiarizing the students with the contemporary issues in management
- Enable them to apply the concepts in the management organization

SYLLABUS

UNIT-1 Nature of Management: Meaning and Definition, Management: Science, Theory and Practice - The Evolution of Management Thought - Approach to Management – Levels in Management – Managerial Skills - Functions of Management-The Nature and Purpose of Planning - Objectives – Strategies - Management by Objective (MBO)

UNIT-2 The Nature of Organizing - Organizational Structure: Departmentation - Line/Staff Authority and Decentralization, Co-ordination functions in Organisation, - Authority Relationships – Delegation of Authority and Decentralisation- Motivation- Leadership – Meaning, Importance, styles and theories of leadership - Decision Making

UNIT-3 An overview of staffing function: Elements of staffing- Recruitment sources- Selection process- The System and Process of Controlling - Methods, Tools and Techniques of Control and Information Technology – Design of techniques – Choices in Control - Best Management Practices across the world – Select cases of Domestic & International Corporations.

UNIT-4 Organisational Behaviour: Meaning & Definition- Management functions and relevance to Organisation Behaviour. Personality - Determinants, structure, behaviour, assessment, theories of personality- Attitudes - relationship with behaviour, Perception - Process, Managerial implications of perception. Learning - classical, operant and social cognitive approaches.

UNIT-5 Foundation of Group Behaviour- Definition of Groups, Reasons for forming Groups- Stages of Group Development- Understanding Work Teams- Organisational Change-Managing Change In the Organisational Context- Managing resistance to change- Organization Development: Meaning & Definition- OD Interventions- Organisational Culture- Successful Organizational Culture- Organizational Behaviour responses to Global and Cultural diversity

Text Books

1. Koontz & Weirich, “Essentials of Management: An International perspective”, Tata McGraw-Hill, New Delhi
2. Peter F. Drucker, “The Practice of Management”, Harper Business; Reissue edition.
3. Davis and Newstorm, Human Behaviour at Work, Mc Graw Hill, New York.

Reference books:

1. Handbook of Organizational Behavior, Robert Golembiewski, ed. 2nd. Ed. 2001 (KSL Core Ref. HD 58.7.H355)
2. Handbook of Organizational Performance: behavior analysis and management. 2001 C. Merle Johnson et al., eds. (KSL Stacks HD 58.7 .H364 2001)

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain and apply principles of management, functions of management, planning, strategies, and MBO.
CO2	Analyze organizational design, authority relationships, leadership styles, motivation theories, and decision-making processes.
CO3	Apply concepts of staffing, recruitment, selection, and controlling techniques, including global best practices.
CO4	Examine individual behaviour in organizations, including personality, perception, attitudes, and learning theories.
CO5	Evaluate group behaviour, team effectiveness, organizational change, culture, and OD interventions in a global context.

CO–PO Mapping						
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	2	1	1	**-**
CO2	3	3	3	3	2	**-**
CO3	3	2	3	1	1	2
CO4	3	3	2	3	3	2
CO5	3	3	3	3	3	3
	3	2.6	2.6	2.2	2	2.3

MBAI-411 BUSINESS ENVIRONMENT

COURSE OBJECTIVES **No. of credits :4**

- Develop understanding of the business environment and its components, including economics, political legal, socio-cultural, technological and natural factors
- Sensitize the students with corporate governance, Corporate fraud and risk corporate accountability and business practices
- Enable in understanding of globalization, FDI, EU, ASEAN, IMF , WTO and the future of the business

SYLLABUS

UNIT – 1 Introduction: Meaning, Nature and Scope: Concept, characteristics, significance and dimensions of the business environment-Micro Environment: Internal factors such as organizational values, mission, culture, resources and capabilities, and external stakeholders including suppliers, customers and competitors-Macro Environment: Economic, socio-cultural, political, legal and technological forces influencing business decisions-Business Environment Analysis: SWOT analysis and environmental scanning for identifying opportunities, threats, strengths and weaknesses-VUCA Environment

UNIT – 2 Economic Systems: Capitalist, socialist and mixed economic systems; role and interaction of the public and private sectors-Macroeconomic Environment: National income and GDP, economic growth, inflation, unemployment, fiscal deficits and interest rates and their implications for business-Monetary and Fiscal Policies: Role of central banks, monetary policy instruments, government budgets and fiscal measures in influencing credit, investment and economic activity-Government and Business: Regulatory, promotional and participatory roles of government; industrial policy and public policy support for business-Legal and Regulatory Framework

UNIT– 3 Corporate Consciousness: From shareholder-oriented approaches to stakeholder-oriented business; balancing economic objectives with social purpose-Business Ethics: Meaning, scope and evolution of ethical standards; ethical principles and ethical dilemmas in contemporary business.-Managerial Ethics: Ethical decision-making frameworks and ethical issues in marketing, finance and human resource management, including greenwashing, creative accounting, diversity and discrimination.- Corporate Social Responsibility (CSR): Stakeholder theory, societal responsibilities, the Companies Act, 2013, Section 135, and CSR implementation in India

UNIT–4 Corporate Governance: Principles, governance frameworks, board structures, roles of independent directors, executive compensation and minority shareholder rights.-Transparency and Accountability: Financial disclosure, integrated reporting and mechanisms for strengthening corporate accountability.-Corporate Fraud and Risk: Causes, prevention, internal controls and organizational mechanisms for managing governance-related risks.- Whistleblowing and Compliance

UNIT – 5 Globalization and Liberalization: Drivers of global integration, international business linkages and the changing global business landscape. -International Institutions and Trade: World Trade Organization (WTO), International Monetary Fund (IMF) and regional trade arrangements such as the European Union (EU) and ASEAN.-Foreign Direct Investment (FDI): Trends, benefits, challenges and policy framework, with specific reference to India and emerging economies.

Text Books

1. Business Environment: Text and Cases (2010)–Francis Cherunilam,, Himalaya Publishing House, Mumbai , ISBN 978-81-8488-805-8
2. Business Environment: Text and Cases (2018) –Justin Paul, McGraw Hill Education India, . 4th Edition, ISBN : 9353162491 · 9789353162498

1. Shaik Saleem (2020), ***Business Environment (4/e),*** Pearson Education: New Delhi.

Reference Books

1. Francis Cherunilam (2022), ***Business Environment: Text and Cases (30/e)***, Himalaya Publishing House: New Delhi.
2. Aswathappa, K (2017), ***Essentials of Business Environment***, Himalaya Publishing House: New Delhi.
3. P.K. Gupta (2007), ***Insurance and Risk Management*****,** Himalaya Publishing House, New Delhi.

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain the concept, scope, and components of the business environment, including risk, uncertainty, and the role of insurance in economic stability.
CO2	Analyze economic planning, industrial policies, MSME development, and regulatory frameworks, including IRDAI and insurance sector growth.
CO3	Evaluate the impact of monetary and fiscal policies, financial markets, and macroeconomic indicators on business decisions.
CO4	Assess the implications of globalization, FDI, foreign trade, and global risk management practices on Indian business and insurance sectors.
CO5	Examine contemporary issues such as corporate governance, CSR, sustainability, ESG norms, digital economy, and financial inclusion.

CO–PO Mapping								
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	3	2	2	1	1	2	1	
CO2	3	3	2	1	1	2	2	
CO3	3	3	3	1	1	2	2	
CO4	3	3	3	2	1	2	3	2
CO5	3	3	2	2	2	3	3	

MBAI-412: MANAGERIAL ECONOMICS

COURSE OBJECTIVES **No. of credits :4**

- To understanding of the techniques of economics in Insurance for the business
- and used for business forecasting
- To familiarize the students with the application of insurance economic techniques

SYLLABUS

UNIT-1 Introduction to Economics in Insurance **-** Nature –functions -elements -scope –significance – circular flow of activities -objectives of firm –theory of firms- principles of Insurance – Business cycle - resource allocation-decision under risk and uncertainty

UNIT-2: Insurance Demand analysis: Law of demand –functions –types -significance of elasticity of Demand-supply analysis –law of supply-function- significance of elasticity of supply–Major determinants of demand of insurance -the expected utility maximisation -Hypothesis -Basic model – Insurance demand in the presence of irreplaceable assets – demand for insurance without fair premiums – Critiques of the expected utility hypothesis and alternatives – demand forecasting techniques

UNIT-3: Insurance Supply Analysis**:** Law of supply – functions **–** significance of elasticity of supply – the supply of insurance – traditional premium calculation, financial models of insurance pricing-economies scope – economies of scale - price and output in different competition situations –non-price- competition – Pricing methods –profit analysis – profit policies

UNIT-4: Theory of Social Insurance: Importance -need -requirement of efficient social insurance-Macroeconomics -impact of social insurance -retirement planning strategies-investing for retirement **-** pension plans**-**Basics principles of pension plans -consumer protection1986 - amendments -GST-2017 - amendments -FEMA Act-Competition act-amendments -FDI-WTO

UNIT-5: Cost analysis: behaviour of short and average cost curves – long and average cost curves – types of production function- cost production function-managerial use of cost and production function- Market structure: perfect – imperfect competition- monopoly-oligopoly-monopolistic competition

Text Books

1. Beard, R.E., Pentikainen, T., & Pesonen ,E., Risk Theory: The Stochastic Basic of Insurance, London, Chapmanand Hall(1984)
2. Zweifel,peter& Eisen, Roland, Insurance Economics, Springer(2012)
3. Dionne,G.& Harrington ,S.E., foundations of Insurance Economics, Kluwe academic publishers , Boston(1997)
4. Dr. D.M. Mithani, Managerial Economics – Theory and Applications , Himalaya Publishing House , Mumbai(2015)
5. Dr. Rithika Shina, Managerial Economics –Theory and Application and Case (2016).

Reference Books

1. H.L. Ahuja , Managerial Economics (5/2), S. Chand , New Delhi , 2011
2. Shaikl saleem, Business Environment (2/e), Dorling Kindersley ,India , New Delhi,(2010)
3. R.L. Versheny and Maheshwari, Managerial Economics (22/

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain fundamental economic concepts and regulatory framework.
CO2	Analyze demand, supply, and elasticity for business decisions.
CO3	Evaluate production, cost, pricing, and market structures.
CO4	Assess labour market dynamics and wage determination.
CO5	Apply economic principles and legal frameworks in managerial decision-making.

CO-PO Mapping					
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	3	2	2	1	1
CO2	3	3	3	2	2
CO3	3	3	3	2	2
CO4	2	3	3	2	1
CO5	3	2	3	2	1
	2.8	2.6	2.8	2.2	1.4

MBAI-413 -RISK MANAGEMENT AND INSURANCE

COURSE OBJECTIVES **Hardcore: 4 Credits**

- To sensitise the students on risk management and insurance.
- To familiarize the students about risk associated factors and mechanism of efficient handling of the risk factors.
- To Explore and creating understanding about the risk management techniques.

SYLLABUS

UNIT - 1 Fundamentals of Risk Management**:** Concepts & Definitions: Nature of risk, uncertainty, and Possibilities-Classification & Categorisation of Risks: Pure vs. speculative, dynamic vs. static, Risk Management Philosophy: Approaches, scope, and Objectives-Cost of Risk: Components and Implications-Role of Risk Management in Business: Potential benefits, contribution to organizational goals.

UNIT -2 Risk Management Framework & Process**:** Risk Management Programme: Objectives (pre-loss & post-loss), formulation, and implementation Strategies-Role, Functions, and Duties of a Risk Manager-Risk Management Policy: Planning, organization, controlling - Risk Identification Techniques: Hazard identification, risk assessment, statistical methods, mapping of Risks-Risk Profiling & Audits.

UNIT - 3 Risk Control, Financing & Transfer**:** Risk Management Decision-Making Steps: Identification, analysis, prioritization, and selection of Techniques-Risk Control: Loss prevention and reduction Measures-Risk Financing: Retention, transfer, and insurance as a Tool-Alternative Risk Transfer (ART): Finite risk reinsurance, capital market products, self-insurance, captives, risk retention groups, Pools-Integrated Risk Management and global trends.

UNIT- 4 Enterprise Risk Management & Business Continuity**:** Enterprise Risk Management (ERM): Definitions, importance, objectives (Strategic, Operational, Reporting, Compliance)-Components of ERM and Limitations-Impact of ERM on Management Practices-Business Continuity Management (BCM): Definitions, threats, disaster Phases-Business Continuity Planning (BCP): Process, impact analysis, cost-effectiveness, international standards-Disaster/Emergency Recovery Planning.

UNIT 5 Loss Exposure Assessment & Practical Tools-Assessing Loss Exposures**:** Property, Liability, Personnel, and Net Income losses – values, perils, and Consequences-Valuation Methods: For property losses, loss of profits, and consequential loss Analysis-Legal Aspects of Liability Losses-Risk Management Checklists & Charts, Emergency Management Plans and practical examples.

Text books

1. Insurance Institute of India IC 86
2. George E. Reyda and Michael J. McNamara (2014), *Principles of Risk Management and Insurance(12/e),* Pearson Education: New Jersey.
3. Emmett J. Vaughan and Therese M. Vaughan (2014), *Fundamentals of Risk and Insurance (11/e),* John Wiley & Sons: New Jersey.
4. ICAI (2008), *Risk Management and Reinsurance*, The Institute of Chartered Accountants of India: New Delhi.

Reference books:

1. S. Arunajatesan and T.R. Viswanathan (2009), *Risk Management and Insurance: Concepts and Practices of Life and General Insurance*, Macmillan Publishers: New Delhi.
2. Insurance Institute of India (2008), *Risk Management – (IC-86),* III: Mumbai.
3. Mark S. Dorfman, David A. Cather (2012), *Introduction to Risk Management and Insurance (10/e),* Pearson Education: USA.
4. Harold D. Skipper and W. Jean Kwon (2007), *Risk Management and Insurance: Perspectives in a Global Economy*, Blackwell Publishing: Australia.

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain risk concepts, types of risks, cost of risk, and the role of risk management in organizations.
CO2	Analyze and apply risk management processes, policies, risk identification techniques, and risk profiling methods.
CO3	Evaluate risk control and financing techniques, including insurance and alternative risk transfer strategies.
CO4	Assess the role of Enterprise Risk Management (ERM), Business Continuity Planning (BCP), and disaster recovery frameworks in organizations.
CO5	Apply methods to assess loss exposures, valuation techniques, and legal aspects of liability, using practical tools and checklists.

CO–PO Mapping						
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	2	1	1	1
CO2	3	3	3	2	1	1
CO3	3	3	3	2	1	2
CO4	3	3	3	3	1	2
CO5	3	3	3	2	2	3
	3	2.8	2.8	2	1.2	1.8

MBAI-414-PRINCIPLES AND PRACTICE OF LIFE AND GENERAL INSURANCE

COURSE OBJECTIVES **No. of credits :4**

- To understand the regulatory system of insurance in India.
- To make them to explore the policies of life and general insurance.
- To understand about the rating and pricing policies in insurance products.

SYLLABUS

UNIT-1 Insurance Fundamentals and Regulatory Framework **-** Meaning and principles of insurance (Life & General) -Evolution and growth of insurance - Business in India - Structure of insurance industry (Life & General) - Role of Insurance Regulatory and Development Authority of India (IRDAI) - Classification of insurance companies - Insurance marketing and distribution channels (agents, brokers, digital platforms) - Personal financial planning and role of life insurance.

UNIT-2 Insurance Products and Policies **-** Life Insurance: Types of life insurance plans and classification - Rider benefits and annuities (types and features) - Unit Linked Insurance Plans (ULIPs): concept, features, types of funds, IRDAI guidelines - Group insurance and postal life insurance - General Insurance: Fire Insurance (Standard Fire & Special Perils Policy, Consequential Loss) - Marine Insurance (Cargo, Hull, Institute Cargo Clauses) - Motor Insurance (Third Party Liability under Motor Vehicles Act 1988, Own Damage) - Liability Insurance (Public, Product, Professional Indemnity) - Personal Accident and Specialty Insurance.

UNIT-3 Underwriting, Risk and Pricing **-** Concept and objectives of underwriting (Life & General) - Risk assessment: Moral hazard and physical hazard - Risk identification, inspection, and Enterprise Risk Management - Premium: Concept, types, and factors affecting premium - Mortality tables and their construction - Principles of rate making - Pricing techniques: Loss ratio, exposure rating, experience rating - Role of actuarial science in insurance pricing.

UNIT-4 Policy Administration and Servicing **-** Proposal form and policy documents (Life & General) - Policy structure: schedule, conditions, warranties, endorsements - Premium payment, lapse, revival, paid-up value, surrender value - Assignment, nomination, and policy servicing - Duplicate policies and policy alterations.

UNIT-5 Claims, Accounting and Regulatory Aspects - Claims management: procedures, documentation, surveyors & loss assessors - Types of claims: death, maturity, survival, motor, fire, marine - Early and non-early claims, claim settlement process - Fraud detection and prevention in insurance - Insurance reserves: unearned premium, outstanding claims, solvency margin - Insurance accounting: revenue recognition, financial statements - Regulatory reporting and IRDAI guidelines.

Text Books

1. Insurance Institute of India (2012), Practice of Life Insurance(IC-02), III: Mumbai.
2. Insurance Institute of India – IC 32- Practice of General Insurance
3. ICAI (2008), Principles and Practice of Life Insurance, The Institute of Chartered Accountants of India: New Delhi.

Reference Book

1. Rejda, G. E., & McNamara, M. (2017). *Principles of Insurance Management* (13th ed.). Pearson.
2. Insurance Institute of India – IC 34 – General Insurance Insurance Institute of India – IC 45- General Insurance Underwriting
3. Module I, Principles and Practice of General Insurance, The Institute of Chartered Accountants of India: New Delhi.
4.

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Understand principles, evolution, and regulatory framework of life and general insurance.
CO2	Apply knowledge of life and general insurance products, policies, and coverage features.
CO3	Analyze risk assessment, underwriting practices, and premium determination methods.
CO4	Apply policy servicing concepts including nomination, assignment, revival, and alterations
CO5	Evaluate claims procedures, insurance accounting, fraud prevention, and regulatory compliance

Mapping of COs with POs						
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	1	-	-	2	1
CO2	2	3	1	2	1	1
CO3	2	3	3	1	1	-
CO4	1	3	1	-	2	2
CO5	2	3	2	1	3	2
	2.00	2.60	1.40	0.80	1.80	1.20

MBAI-415 ACCOUNTING FOR MANAGERS

COURSE OBJECTIVES **Hard-core: 4 Credits**

- To acquaint the students with the fundamental's principles of financial, cost and management accounting.
- To enable the students to prepare, analyse and interpret financial statements.
- To enable the students to take decisions using management accounting tools.

SYLLABUS

Unit I Basics Concept and Principles of Accounting - Meaning and Scope of Accounting; Accounting Concepts; Accounting Principles, Accounting Policies; Accounting as a Measurement Discipline - Valuation Principles, Accounting Estimates, Fundamental Accounting Assumptions - Accounting Process – Book Keeping, difference between book-keeping and accounting, Double entry system of accounting, Debit & Credit, Recording of Business Transactions, Journals, subsidiary books, Cash Books, Ledgers and Trial Balance; Rectification of Errors

Unit II Capital and Revenue Expenditure – Deferred Revenue Expenditure – Capital and Revenue Receipts – Depreciation – Definition – Causes – Necessity of providing for depreciation – Methods of Calculating Depreciation: Straight Line Method and Written Down Value Method – Problems.

Unit III Financial Statements – Meaning – Types of financial Analysis – Techniques of Financial Analysis – Ratio Analysis – Profitability Ratios – Coverage Ratios – Turnover Ratios – Financial Ratios – Ratios to Financial Statement (problems) – uses and limitations of Ratio Analysis – Funds Flow Analysis (simple problems) – uses and limitations – Cash Flow Analysis (simple problems) – uses and limitations – Difference between funds flow and cash flow analysis.

Unit IV Marginal costing – assumptions – Cost Volume Profit Analysis – Breakeven Analysis – Key Factor – Profit Planning (problem) – Decisions involving Alternative Choices: Determination of sales mix, exploring new markets and Make or Buy decisions (Problem for case study)

UNIT V Concept of cost – Elements of Cost – Cost Accounting – Objectives – Cost Sheet (Problems**) – classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing.**

Text books:

1. Jain & Narang: Advanced Accountancy, Kalyani Publications, Ludhiana. Latest Edition Pandey I.M: Financial Management, Vikas Publishing, New Delhi, Latest Edition.
2. Khan M. Y. & Jain P K: Management Accounting, Tata McGraw-Hill, New Delhi, Latest Edition.
3. Sharma & Gupta: Management Accounting, Kalyani Publishers, Ludhiana.

Reference Books:

1. Singvi, N.M. & Ruzbeh J. Bodhanwala: Management Accounting Text and Cases.
2. R. Narayanaswamy, Financial Accounting, PHI, sixth edition, 2017.
3. Charles T. Horngren, Gary L.Sundem, David Burgstahler, Jeff Schatzberg, Introduction to Management Accounting, PHI Learning, 2014 , 16th edition.

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain fundamental accounting concepts, principles, accounting policies, and the accounting cycle, and prepare journal entries, ledgers, and trial balance.
CO2	Prepare Bank Reconciliation Statements, compute depreciation using different methods, and prepare final accounts of sole proprietorship concerns.
CO3	Analyze financial statements using ratio analysis, comparative statements, common-size statements, fund flow, and cash flow analysis to assess financial performance.
CO4	Apply cost accounting methods including job costing, process costing, joint costing, and activity-based costing to determine cost of production and profitability.
CO5	Use marginal costing and CVP analysis for managerial decision-making such as make-or-buy, product mix, pricing, and expansion decisions.
CO6	Prepare various budgets, perform variance analysis, and interpret results for effective managerial control while understanding accounting standards and disclosure practices in India.

COs with POs Mapping								
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**P07**	**PO8**
CO1	3	1	2	2	1	1	-	1
CO2	3	2	2	3	1	1	-	1
CO3	3	3	2	3	2	1	-	1
CO4	3	3	2	3	2	1	-	1
CO5	3	3	2	3	3	1	1	2
CO6	3	3	2	3	3	2	1	2
	3.0	**2.5**	**2.0**	**2.8**	**2.0**	**1.2**	**0.3**	**1.3**

MBAI-416 STATISTICS FOR MANAGEMENT

COURSE OBJECTIVES **Hard-core: 4 Credits**

- To acquire the knowledge of Statistics for decision making analysis.
- To train the students in the data analysis required for business research.
- To make them understand the how to analyse the data.

SYLLABUS

UNIT -I Fundamentals of Statistics: Introduction to Statistics: Meaning, scope, limitations, importance in business - Types of data and sources - Presentation of Data: Tables, diagrams, graphs - Frequency Distributions and Curves - Measures of Central Tendency: Mean, Median, Mode - Measures of Dispersion: Range, Variance, Standard Deviation - Coefficient of Variation – Problems.

UNIT-2 Probability and Probability Distributions: Introduction to Probability: Probability Rules; Probabilities under Conditions of Statistical Independence; Probabilities under Conditions of Statistical Dependence, Revising Prior Estimates of Probabilities: Bayes' Theorem; Random Variables; Use of Expected Value in Decision Making; The Binomial Distribution; The Poisson Distribution; The Normal Distribution.

UNIT-3 Testing of Hypotheses and Analysis of Variance: Concepts Basic to the Hypothesis - Testing Procedure; Testing Hypotheses; Hypothesis Testing of Means When the Population Standard Deviation is Known; Hypothesis Testing of Proportions: Large Samples; Hypothesis Testing of Means When the Population Standard Deviation Is Not Known; Hypothesis Testing for Differences between Means and Proportions; Large Sample Size, Small Sample Sizes; Testing Differences between Means with Dependent Samples; Test for Differences between Proportions: Large Sample Sizes; Analysis of Variance;

UNIT-4 Correlation, Regression and Time Series: Estimation Using the Regression Line; Correlation Analysis; Making Inferences about Population Parameters; Using Regression and Correlation Analysis: Multiple Regression and Correlation Analysis; Finding the Multiple Regression Equation; Variations in Time Series; Trend Analysis; Cyclical Variation; Seasonal Variation; Irregular Variation; A Problem Involving All Four Components of a Time Series and Forecasting.

UNIT-5 Non-parametric tests: Chi-Square as a Test of Independence; Chi-Square as a Test of Goodness of Fit: The Sign Test for Paired Data; Rank Sum Tests: The Mann-Whitney U Test and the Kruskal-Wallis Test; The One-Sample Runs Test; Rank Correlation; The KolmogorovSmirnov Test.

Text Books:

1. Richard I. Levin and David S. Rubin, Statistics for Management, Pearson Education, 2011

Reference Books

1. Beri, G.C. Business Statistics , McGraw Hill, 3rd Edition, 2010.
2. Gupta. S.P., Statistical Methods, Sultan Chand & Sons, 2009.

COURSE OUTCOMES
On Completion of the course, the students will be able to
CO1: Apply measures of central tendency and dispersion to summarize and interpret data.
CO2: Apply probability concepts and distributions (Binomial, Poisson, Normal) in decision-making.
CO3: Analyze data using hypothesis testing techniques and analysis of variance.
CO4: Analyze relationships and trends using correlation, regression, and time series methods.
CO5: Evaluate data using non-parametric tests such as Chi-square, rank tests, and run tests.

Mapping of COs with POs						
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	2	1	1	1
CO2	3	3	2	2	1	1
CO3	2	3	3	2	1	1
CO4	2	3	3	3	1	2
CO5	2	2	3	2	2	1
	2.40	2.60	2.60	2.00	1.20	1.20

MBAI-417 COMMUNICATION SKILL WORKSHOP

COURSE OBJECTIVES: **No. of credits:2**

- To understand the communication process in an organization
- To sharpen the communication skills – both oral and written - of the learner
- To simulate real-world business communication contexts and communicate effectively

SYLLABUS

UNIT-1 Communication model – relevance and types of managerial communication – communication barriers – ethical communication. Professionalism in communication – team communication, meetings, listening, nonverbal communication.

UNIT-2 Reading and understanding business related articles, company profiles, not-for-profit organizations, profiles of corporate leaders and styles of communication, using reference sources - Organizing and writing business messages – Patterns – Use of tools such as word cloud, mind maps – composing messages in various forms such a poster, videos, interviews and presentations -Crafting readable messages by using the principles of clarity and completeness, avoiding clutter and complexity Writing business proposals and reports by doing a mini survey for a chosen problem or issue

UNIT-3 Electronic messages and digital media – Analyzing the use of audio visuals and their reach- Positive messages - Negative messages – structure and patterns in communicating news - Persuasive messages – Changing mindsets through social cause communications -Presentation skills – preparation for good content, overcoming stage fright – gaining and retaining attention

Text Books: -

1 Harvard Business Essentials- Business Communication, Harvard Business Press.
2 Krishnamacharyulu CSG & Ramakrishnan Lalitha (2018) Business Communication (3rd Edition), Himalayan Publishing House.

Reference Book(s)

1 http://gallocommunications.com/
2 http://www.businesscommunicationblog.com
3 http://www.networkedblogs.com/blog/journeys_in_communication/
4 www.globalindian.net.in

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain communication models, types, barriers, and ethical aspects in managerial communication.
CO2	Demonstrate professionalism through effective team communication, meetings, listening, and non-verbal skills.
CO3	Analyze and interpret business documents such as articles, company profiles, and reports.
CO4	Develop structured business messages using appropriate tools and formats.
CO5	Create clear, concise, and effective business proposals and reports based on real-world issues.

Mapping of COs with POs						
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	1	3	1	3
CO2	2	1	1	3	3	3
CO3	3	3	2	2	1	1
CO4	2	2	2	3	1	1
CO5	3	3	3	3	2	2
	2.6	2.2	1.8	2.8	1.6	2

SEMESTER – II

LIST OF CORE PAPERS

SECOND SEMESTER				
Code	**Title**	**Credits**	**H/S***	**Marks**
MBAI-421	Marketing Management	4	H	100
MBAI-422	Human Resource Management	4	H	100
MBAI-423	Financial Management	4	H	100
MBAI-424	Business Research Methods	4	H	100
MBAI-425	Entrepreneurship & Start-up	4	H	100
MBAI-426	Insurance Law and Regulations	4	H	100
MBAI-427	Business analytics Lab	2	H	50
MBAI-428	Minor Winter Project (2 Weeks)	2	H	50
	Total Credits/Marks	**28**		700
* H –Hard core paper, S – Soft core paper				

MBAI-421 MARKETING MANAGEMENT

COURSE OBJECTIVES: **No. of credits:4**

- To help the learners acquire the vocabulary of Marketing, understand how marketing strategies
- To shape and stimulate the learner to take up Marketing as a career or apply the learning to careers in other functional areas.
- Lectures for conceptual understanding, live cases, class discussions, reading and sharing of marketing related articles, experiential exercises.

SYLLABUS

UNIT-1 Defining Marketing and the Marketing Process: Creating Customer Value & Engagement- Definitions – Customer Value - Understanding the Marketplace – CRM and Customer Value –– Marketing Planning & Strategy – Marketing Mix Introduction – Managing Marketing Efforts & Measuring Marketing Return on Investment

UNIT-2 Understanding the Marketplace and Customer Value Analysing the Marketing Environment – Micro and Macro Environment –– MIS & Customer Insights – Marketing Research – Analysing & using Marketing Information - Consumer Markets & Buyer Behaviour –Engaging Business Buyers with Digital and Social Marketing.

UNIT-3 Designing a Customer Value–Driven Strategy and Mix - Customer Value–Driven Marketing Strategy - Segmentation – Targeting – Differentiation and Positioning - Branding Strategy – Building strong brands – Brand Equity and brand value –Product Life Cycle - New Product Development Strategy - The New Product Development Process - Product Life-Cycle Strategies - Pricing Strategies - Pricing Strategies - Product Mix Pricing Strategies

UNIT-4 Developing the marketing mix: Place and Promotion - Marketing Channels: Delivering Customer Value - Retailing: Connecting Brands with Consumers – Shifts in Retailing Model - Omni-Channel Marketing: Social Media Channels The Promotion Mix - Integrated Marketing Communications Advertising - Major Advertising Decisions - Public Relations - Personal Selling and Sales Promotion Managing the Sales Force - Digital Marketing - Understanding Digital Marketing - Digital Channels in an Omni-Channel Strategy - Public

UNIT-5 The Global Marketplace - Global Marketing Today - Understanding the Global Marketing Context - Global Marketing Program - Social Criticisms of Marketing - Pathways to Sustainable Marketing - Building a Sustainable Marketing Organization -Industrial marketing, Services marketing, Rural marketing, international marketing, marketing for non-profit organizations.

Text Book

1. Kotler, P., Armstrong, G., Balasubramanian, S., & Agnihotri, P. (2023). Principles of Marketing (19th ed., Indian ed.). Pearson India.
2. Kotler, P., Keller, K. L., Chernev, A., Sheth, J. N., & Shainesh, G. (2025). Marketing Management (17th ed., Indian ed.). Pearson India.
3. Ramaswamy, V. S., & Namakumari, S. (2018). Marketing management: Indian context, global perspective (6th ed.). SAGE Publications India

Reference books:

1. 1.Gupta, P., Aggarwal, A., Majra, H., Jacob, I., Jain, V., Krishna, G. R., Narang, R.,
2. Venkatesh, S., Paul, S. A., & Goswami, S. (2024). Marketing management: Indian cases (2nd ed.). Pearson Education India.
3. 2.Stanton, W. J., Etzel, M. J., & Walker, B. J. (1991). Fundamentals of marketing (9th ed.). McGraw-Hill. ISBN: 9780070609525.

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain core marketing concepts, marketing process, and customer value creation.
CO2	Analyze marketing environment, MIS, and consumer & business buyer behavior.
CO3	Develop customer-driven marketing strategies including STP, branding, and product strategies.
CO4	Apply marketing mix strategies including pricing, distribution, and promotion in traditional and digital contexts.
CO5	Evaluate global marketing practices, sustainability issues, and specialized marketing domains.

Mapping of COs with POs						
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	2	1	1	1
CO2	3	3	2	2	2	1
CO3	3	3	3	2	2	1
CO4	3	2	3	1	3	2
CO5	3	2	2	2	2	3
	3	2.4	2.4	1.6	2	1.6

MBAI-422 HUMAN RESOURCE MANAGEMENT

COURSE OBJECTIVES: **No. of credit :4**

- To understand the basic concepts, functions, and importance of Human Resource Management.
- To learn key HR practices such as planning, recruitment, training, performance appraisal, and compensation.
- To gain awareness of modern HR trends and challenges in organizations.

SYLLABUS

UNIT -1: Fundamentals of human resource management - Introduction to HRM: Concept, nature, scope, HRM, Role and importance of HRM in organizations, HRM in the Indian and global context. Functions of HRM: Managerial functions: planning, organizing, staffing, directing, and controlling - Strategic Human Resource Management (SHRM)

UNIT -2: Human Resource Planning (HRP) - Human Resource Planning (HRP): Process of HR planning. Job Analysis, Job Design, and Job Description: Concept and importance of job analysis, Methods of job analysis, Job design approaches. Recruitment, Selection, Induction, and Placement: Sources and methods of recruitment - Induction/orientation programs: objectives and methods, Placement and socialization.

UNIT -3: Employee development and performance management - Training and Executive Development: methods of training, Executive/management development programs, Training - Career Planning and Development: Career planning process and importance, Performance Management Promotion, Demotion, and Transfers

UNIT -4: Compensation and benefits management - Wage and Salary Administration: Objectives, principles, and components of compensation system, Factors influencing wage and salary structure. Job Evaluation: process of job evaluation, Job evaluation methods - Methods of Wage Payment: Wage Incentive Systems: Types of incentive schemes. Fringe Benefits

UNIT -5: Strategic HR and Contemporary Issues - HR Governance and Employee Rights Human Resource Information System (HRIS): Applications of HRIS in decision-making. Mergers, Acquisitions, and Talent Management -Talent management - The Balanced Scorecard - Future Trends and Challenges in HRM.

Text Books

1. Gary Dessler, Human Resource Management, Prentice – Hall of India Pvt. Limited, New Delhi.
2. Pravin Durai (2016), Human Resource Management, 2/e, Pearson Education: New Delhi.

Reference Books

1. K. Aswathappa, Human Resource Management, TMH: New Delhi.
2. P. Jyothi and D.N. Venkatesh: Human Resource Management, Oxford: New Delhi.
3. Venkata Ratnam C.S. & Srivatsava B.K, Personnel Management and Human Resource
4. MAnagement,TMH. Bohlander, Snell, Sherman, Managing Human Resources, Thomson – South Western
5. P. Subba Rao :Personnel and Human Resource Management ,Himalaya: Mumbai.
6. John M Ivancevich: Human Resource Management, McGraw Hill: New Delhi.

Course Outcomes (COs)

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain the concept, functions, and strategic importance of HRM in organizational and global contexts
CO2	Apply concepts of HR planning, job analysis, recruitment, selection, and induction processes.
CO3	Analyze training and development methods, career planning, and performance management systems.
CO4	Evaluate compensation systems, job evaluation techniques, wage structures, and incentive schemes.
CO5	Assess strategic HR initiatives**,** HRIS applications, talent management, and emerging HR trends.

Mapping of COs with POs						
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	2	2	2	1
CO2	3	3	3	2	2	1
CO3	3	3	3	3	2	2
CO4	3	3	3	2	1	2
CO5	3	3	3	2	1	1
	3	2.8	2.8	2.2	1.6	1.4

MBAI-423 FINANCIAL MANAGEMENT

COURSE OBJECTIVES: **No. of credit :4**

- To acquire the fundamental principles of accounting and interpret the financial statements
- To expose the principles of financial management for efficient financing and investment decision.
- To acquire the knowledge on budgeting and concepts.

SYLLABUS

Unit I Importance of Finance; Meaning of Financial Management; Objectives of Financial Management; Scope of Financial management, Role of Financial Manager in the Changing Scenario; Method of Financial Management; Organization of the Finance Function; Importance of Financial Management. Tools of Financial Management and Financial Forecasting, Financial Statement, Analysis and Interpretation; Practical Problems.

Unit II Leverage; Types of Leverage; Significance of Operating Leverage, Financial Leverage and Composite Leverage; Meaning of Capital Structure; Capital Structure and Financial Structure; Pattern of Capital Structure; Optimum Capital Structure; Capital Structure Theories, Determination of Capital Structure; Financial Break Even Point and EPS Analysis, Capital Gearing and Trading on Equity, Cost of Capital, Importance of Cost of Capital; Classification of Cost of Capital; Determination of Cost of Capital, Capital Assets Pricing Model (CAPM) and Weighted Average Cost of Capital (WACC), Practical Problems.

Unit III Concept of Working Capital Management; Need for Working Capital; Types of Working Capital; Management of Working Capital, Source of Working Capital; Management of Cash, Tools of Cash Management, Cash budget, Playing on Float, Lock Box System; Management of Inventory, Tools of Inventory Management, ABC Analysis, VED Analysis, EOQ Analysis, Perpetual Inventory System, Different Stock Level and Management of Receivable and Factoring Management; Practical Problems

Unit IV Concept of Capital Budgeting, Importance of Capital Budgeting, Characteristic of Capital Budgeting Decisions; Limitations of Capital Budgeting Decisions; Capital Budgeting Process; Capital Rationing. Capital Budgeting Techniques- Accounting Rate of Return- ARR Method of Evaluation & Its Analysis; Payback Method of Evaluation & Its Analysis; Internal Rate of Return- IRR Method of Evaluation & Its Analysis, Practical Problems.

Unit V Net Present Value- NPV Method of Evaluation & Its Analysis; Profitability Index- PI Method of Evaluation & Its Analysis, Dividend, Bonus, Right Shares, Theories of Dividend, Types of Dividends, Determination of Dividend, Inflation; Inflation Accounting; Capital Market and Money Market, Practical Problems.

Text Books

1. Kapil Sheeba and Kapil Kanwal Nayan, FINANCIAL MANAGEMENT, STRATEGY, IMPLEMENTATION & CONTROL, Pragati Prakashan Publishers, Meeruti.
2. Khan MN. and Jain P.K: FINANCIAL MANAGEMENT, Tata McGraw-Hill co. Ltd, New Delhi.

Reference Books:

1. Pandey I.M.: FINANCIAL MANAGEMENT, Vikas Publishing House Pvt. Ltd, New Delhi.
2. Prasanna Chandra: FINANCIAL MANAGEMENT, The McGraw-Hill Education Ltd., New Delhi.
3. Maheshwari S.N.: FINANCIAL MANAGEMENT-PRINCIPLE AND PRACTICE, Sultan Chand & Sons Pvt. Ltd., New Delhi.

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain the objectives, scope, and functions of Financial Management and analyze financial statements for decision-making.
CO2	Evaluate capital structure decisions using leverage analysis, cost of capital computation, and models such as the Capital Asset Pricing Model and WACC.
CO3	Apply working capital management techniques to manage cash, inventory, and receivables efficiently.
CO4	Analyze and appraise investment proposals using capital budgeting techniques such as ARR, Payback Period, IRR, NPV, and Profitability Index.
CO5	Examine dividend policies, inflation accounting practices, and the role of capital and money markets in corporate financial decision-making.

Mapping of COs with POs								
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**P07**	**PO8**
CO1	3	2	2	2	1	1	-	1
CO2	3	3	3	2	3	1	-	2
CO3	3	3	3	3	2	1	1	2
CO4	3	3	3	3	3	1	1	2
CO5	3	2	2	3	2	2	1	3
	3.0	2.6	2.6	2.6	2.2	1.2	0.6	2.0

MBAI-424 - BUSINESS RESEARCH METHODS

COURSE OBJECTIVES: **No. of credit :4**

- To understand the concepts, principles, and process of research in the business environment.
- To develop knowledge of research tools.
- To explore techniques used in management and organizational studies.

SYLLABUS

UNIT – 1 Foundations of Business Research **-** Business Research – Meaning, Objectives and Scope – Nature of Business and Management Research – Types of Research: Basic vs. Applied, Qualitative vs. Quantitative, Conceptual vs. Empirical – Role of Information Technology, Artificial Intelligence (AI), and Big Data in Business Research – Business Research Process – Identification and Formulation of Research Problems – Development of Research Objectives, Research Questions, and Hypotheses – Research Design: Exploratory, Descriptive– Ethical Issues in Business Research.

UNIT –2 Measurement, Scaling and Sampling - Measurement and Scaling – Levels of Measurement (Nominal, Ordinal, Interval, Ratio) – Reliability and Validity – Attitude Measurement and Scaling Techniques – Types of Scales (Likert, Semantic Differential, Stapel, etc.) – Questionnaire Design– Sampling Design: Meaning and Importance –– Types of Sampling Techniques (Probability and Non-Probability Sampling) – Sampling Errors and Non-Sampling Errors – Primary and Secondary Data – Sources and Types – Methods of Data Collection (Observation, Interview, Survey, Experiment, Online Data Collection).

UNIT – 3 Data Preparation and Preliminary Analysis - Data Editing, Coding and Data Cleaning – Handling Missing Data and Outliers – Classification and Tabulation – Data Visualization Techniques – Charts and Diagrams – Frequency Distribution – Histogram – Frequency Curve – Bar Diagram – Pie Chart – Descriptive Statistics (Mean, Median, Mode, Standard Deviation, Variance) – Introduction to Inferential Statistics – Experimental Research Designs – Types of Experimental Designs – Validity in Experimental Research (Internal and External Validity) – Ethical Issues in Experimental Research – Analysis of Experimental Data.

UNIT – 4 Multivariate Data Analysis Techniques - Introduction to Multivariate Data Analysis – Dependence Techniques: Multiple Regression Analysis, Discriminant Analysis, Canonical Correlation Analysis, Path Analysis and Conjoint Analysis – Interdependence Techniques: Factor Analysis, Multidimensional Scaling (MDS), and Cluster Analysis – Applications of Multivariate Techniques in Business Decision Making.

UNIT – 5 Software Applications and Research Reporting - Use of Software in Data Preparation and Analysis: MS Excel (Latest Version), SPSS (Latest Version) – Data Analysis using Statistical Software – Interpretation of Statistical Output – Presentation of Results – Structure and Format of Research Reports – Writing Research Reports (Abstract, Introduction, Methodology, Results, Discussion, Conclusion, References) – Oral Presentation of Research Findings – Preparation of PowerPoint Slides – Advantages and Limitations of Oral Presentation – Best Practices in Academic and Managerial Reporting.

Text Books

1. Naval Bajpai (2011), Business Research Methods (1/e), Pearson Education: New Delhi.
2. William G. Zikmund, Barry J. Babin, Jon C. Carr, Atanu Adhikari and Mitch Griffin (2012), Business Research Methods (8/e), Cengage Learning: New Delhi.

Reference Books

1. Donald R. Cooper, Pamela S. Schindler and J.K. Sharma (2012), Business Research Methods (11/e), Tata McGrawHill: New Delhi.
2. Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). Multivariate data analysis (7th ed.). Pearson Education.

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Understand types of research, research process, problem formulation, and research design.
CO2	Apply measurement scales, questionnaire design, and sampling techniques for data collection.
CO3	Perform data cleaning, visualization, and descriptive analysis using statistical techniques.
CO4	Analyze data using advanced techniques such as regression, factor analysis, cluster analysis, and ANOVA.
CO5	Evaluate and present research findings through structured reports and support managerial decision-making.

Mapping of COs with POs						
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	1	1	-	2	1
CO2	2	3	2	1	1	1
CO3	2	3	3	1	1	2
CO4	2	3	3	3	1	2
CO5	2	2	2	3	3	2
	2.20	2.40	2.20	1.60	1.60	1.60

MBAI-425: ENTREPRENEURSHIP AND STARTUPS

COURSE OBJECTIVES **No. of Credits: 4**

- To introduce the students to the concept of startups and entrepreneurship.
- To provide the knowledge of becoming an entrepreneur by identifying business.
- opportunities and developing business plans.

Syllabus

UNIT-1 Meaning and importance of Entrepreneurship, -Factors influencing entrepreneurship-characteristics of entrepreneurship, types of entrepreneurships, objectives of entrepreneurship development, Startups- Definition, Types. Entrepreneurship Development Skills: Types of entrepreneurial -Role of entrepreneurship development programs (EDP)

UNIT-2: Institutions supporting Entrepreneurs: Central and State Level Organizations -Banks and non-banking financial organizations, Fund Collection for Entrepreneurship –Entrepreneurial opportunity - planning: - opportunities, selecting the right Opportunity, Site Selection-Women Entrepreneurship - Government support to Women entrepreneurship development in India

UNIT-3 Entrepreneurial Training: importance of training-designing training programs-financial and technical support programs-methods of training-benefits of training Process-project management-approach-dimensions-identification-business ideas- product planning and development process-feasibility analysis-formulation of the Project

UNIT-4 Business Ideas to Startup: Financial and Business Service Ideas-financial planning and Advising – Insurance Agency and Advisors –Health facilities providers -Manual Labour Business Ideas: - General property and real estate business: and any other Ideas for startups

UNIT-5 Preparation of Business model/Plan: Business plan-concept, format, components of business plan-Significance of Business Plan. Making of a Business Plan-Types of new age business- Fintech, Edu tech, Healthcare, Agri tech, Defense, IT, Space, robotics, digital transformation, VBA etc., Agropreneurship, family run business, MSMS, Generation transfer transactions, social entrepreneurship, energy marketers – Profitability of the entrepreneurs.

Text Book

1. Entrepreneurship Development, Vasanth Desai, Himalaya Publication. 2014

Reference Books

1. Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning.
2. Anjan Raichaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International.
3. S. R. Bhowmik & M. Bhowmik, Entrepreneurship, New Age International.
4. Steven Fisher, Ja-nae' Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd.
5. Byrd Megginson, Small Business Management An Entrepreneur's Guidebook, 7th ed, McGraw Hill
6. A Fayolle Entrepreneurship and new value creation, Cambridge, Cambridge University Press

Web source (all the sources accessed on 19-02-2026)

https://www.entrepreneur.com/starting-a-business/need-a-business-idea-here-are-55/201588 (accessed on 19-02-2026)

https://www.startupindia.gov.in/content/sih/en/reources/idea_bank.html

https://www.indiafilings.com/learn/small-business-ideas/

https://razorpay.com/learn/startup-business-ideas-for-students/

https://www.indeed.com/career-advice/starting-new-job/business-ideas-for-artists

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain the meaning, characteristics, types, and importance of entrepreneurship and startups.
CO2	Identify entrepreneurial opportunities and evaluate institutional and financial support systems at the central and state levels
CO3	Analyze project feasibility, design training programs, and formulate viable business projects.
CO4	Develop innovative business ideas across traditional and emerging sectors.
CO5	Prepare and present a structured business plan/model for a startup venture.

Mapping of COs with POs						
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	1	1	–	1
CO2	2	3	2	2	1	1
CO3	2	3	3	2	2	2
CO4	2	3	2	3	2	1
CO5	2	3	3	3	2	1
	2.2	2.8	2.2	2.2	1.75	1.2

MBAI-426: INSURANCE LAWS AND REGULATIONS

COURSE OBJECTIVES **No. of credits :4**

- To understanding about the Insurance laws and its regulations
- To familiarize the students with GST, HLV and stamp duty
- To familiarize the students with the claims settlements procedures and MWP

SYLLABUS

UNIT-1 Source of law –definition- classifications -statute - common law-justice in India - Various laws and Acts –RTI act- cyber laws act –prevention of money laundering - Act- Insurance act- 1938- IRDA act 1999- protection of consumer interest act - 1986- Arbitration and consolation act 1996- GST act 2017-IT act 2000 and Amendments

UNIT-2 Law of contract: classifications -Elements of contract- consensus–aid-idem- free consent -wager - life insurance Contract provisions-proposal-conditions - and privileges of policy- principles of indemnity- HLV -Stamp duty

UNIT-3 Group insurance and other schemes: Group life insurance-superannuation-gratuity-reinsurance-key man and property insurance –rights under life insurance – Nomination-Married women property (MWP) act- tax laws –income –life insurance- service tax

UNIT-4 Claim settlement: process- maturity-death-missing persons- evidence of title and Succession-attachments and prohibitor rules- insurance intermediaries-IRDA Agency- brokers-corporate agents-rights –termination-renewals –heredity Commission.

UNIT-5 legal status of individual and life insurance: Exchange control regulation- life insurance involving foreign currency-settlements of claims -unfair and restricted trade practices- insurance ombudsman

Text Books

1. IC 24 – Legal Aspects of Life Assurance, Indian Institute of Insurance,2012

Reference Books

1. K.C.Mishra and M.Bakshi , Legal and Regulatory Aspects of Insurance, CENGAGE Learning, Delhi.
2. M. N Srinivasan, 'Principles Of Insurance Law' (Life - Fire - Marine - Motor And Accident).
3. KSN Murthy & Dr KVS Sarma, 'Modern Law Of Insurance'.
4. Banking And Insurance Management", Dr. Byram Anand, Dr. Perumalla Varalaxmi, Dr. Shyma K, Dr. Goutam Tanty, and Naraesh K (2023), RED SHINE PUBLICATION PVT. LTD., India,

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain the sources of law and interpret major insurance legislations governing insurance operations in India.
CO2	Apply principles of contract law (consensus ad idem, free consent, indemnity, wager, HLV, stamp duty) in drafting and analyzing insurance contracts.
CO3	Analyze legal provisions relating to group insurance, reinsurance, nomination, MWP Act, and tax implications of life insurance policies.
CO4	Evaluate claim settlement procedures, legal documentation requirements, succession rules, and regulatory compliance applicable to insurance intermediaries.
CO5	Assess regulatory and compliance issues relating to foreign exchange, consumer protection, unfair trade practices, cyber security, and data protection in the insurance Sector.

Mapping of COs with POs						
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	2	3	1	-
CO2	3	3	3	2	1	-
CO3	3	3	3	2	1	1
CO4	3	3	3	3	2	1
CO5	3	3	3	3	3	1
	3	2.8	2.8	2.6	1.6	1

MBAI-427 BUSINESS ANALYTICS LAB

COURSE OBJECTIVES **No. of credits:2**

- To enable students to understand the information needs of management for effective decision-making.
- To introduce the fundamental concepts and methods of data analysis.
- To provide hands-on training in statistical data analysis using SPSS and R software.

SYLLABUS

UNIT –1 BASICS OF STATISTICS AND R - Basic Statistical Terms - Population and Sample (Theory), Understanding Data-Qualitative Vs Quantitative Data / Continuous vs Discrete (Theory) -Measurement Scales - Nominal, Ordinal, Interval & Ratio.Installation of software (R and R Studio) – Working with various data files – Data Cleaning – Data Manipulation.Descriptive Statistics – Summary statistics [Mean/Median/Mode/Quartiles, Percentiles / Standard Deviation / Coefficient of Variation/Measures of Skew ness & Kurtosis]. Importance of data visualization- types of charts - Bar/Pie Charts -Histogram -Box and Whisker Chart -Scatter Diagram – Introduction to ggplot.

UNIT –2 Basic Probability Concepts and Probability Distributions: Basic Probability Concepts – Types - Rules of Probability - Concept of Bayes' theorem and its applications in Managerial Decision Making – Concept of Random variable - Types (Discrete, continuous) - -Use of expected value in business Decisions making - Binomial Distribution - Poison Distribution – Normal Distribution. Theory of Sampling-Types probability sampling, non-probability sampling - Introduction to Sampling Distribution (Concept of SE) - Sample Size Estimation theory of Estimation- Types - Interval Estimates and Confidence Interval – Calculation Interval Estimates (C.I) for small & large samples.

HYPOTHESIS TESTING: Tests for Mean and Proportions –One Sample test) [One Sample z Test - One Sample t Test- One Sample p Test] - Testing of Hypothesis (two sample test) - Test for differences between means (large, small samples) - Test for proportions (small, large samples)

UNIT –3 Installation of SPSS – Working with various MS-Excel Plugins -Data Entry - Data Cleaning - Data Manipulation-Working with Charts – Descriptive Statistics-Report Generation. Using SPSS: Parametric Tests – Introduction to Univariate Analysis – one sample mean tests/one sample proportion tests/t-tests Bivariate Analysis – two sample mean tests/two sample proportion tests / t-tests Chi Square Analysis - Test of Independence - Test of Goodness of fit Analysis of Variance - One-Way Classification - Two way Classification Theory of Correlation - scattered diagram, Karl-Pearson & Spearman Rank Correlation - Introduction to partial Correlation - Regression Analysis- Introduction to Time series and forecasting Introduction to non-parametric tests – univariate and bivariate analysis

Text Books:

1. Panneerselvam, R., RESEARCH METHODOLOGY, PHI Learning Pvt. Ltd., New Delhi, 2014.
2. Levin R., and Rubin D, Statistics for Managers, Prentice Hall of India, New Delhi, 2017 (8th Edition)

Reference Book

1. Andy Field (2024), Discovering Statistics Using SPSS Statistics (6/e), Sage Publications: London.
2. Christian Albright and Wayne L. Winston (2011). Business Analytics: Data Analysis and Decision Making, Cengage Learning, New Delhi [5th Edition]

COURSE OUTCOMES
On Completion of the course, the students will be able to
CO1: Understand statistical concepts such as population, sample, types of data, and measurement scales.
CO2: Apply R and SPSS for data entry, cleaning, manipulation, and basic statistical analysis.
CO3: Compute and interpret descriptive statistics and create appropriate data visualizations.
CO4: Analyze data using probability distributions, sampling techniques, estimation, and hypothesis testing.
CO5: Evaluate business problems using correlation, regression, ANOVA, and other statistical methods to support decision-making.

Mapping of COs with POs						
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	1	1	-	1	1
CO2	2	3	2	1	1	2
CO3	2	3	3	1	1	2
CO4	2	3	3	2	1	2
CO5	2	3	3	3	2	2
	2.20	2.60	2.40	1.40	1.20	1.80

SEMESTER – III

LIST OF CORE PAPERS

THIRD SEMESTER				
Code	**Title**	**Credits**	**H/S***	**Marks**
MBAI-431	Marine Insurance	4	H	100
MBAI-432	Foundation of Actuarial Science	4	H	100
MBAI-433	Industry interface	2	H	50
MBAI-434	Insurance Elective – I	4	S	100
MBAI-435	Insurance Elective – II	4	S	100
MBAI-436	Functional Elective-II (Marketing/HR/Finance)	4	S	100
	Total Credits/Marks	**22**		550

MBAI-431 MARINE INSURANCE

COURSE OBJECTIVES **No. of credits:4**

- To provide a conceptual understanding of marine insurance and its principles.
- To familiarize students with the legal and regulatory framework governing marine insurance in India and international trade.
- To explore the opportunities in marine cargo trade opportunities

SYLLABUS

UNIT – 1 Marine Insurance Fundamentals – Meaning, Nature and Features – Evolution and Historical Development– History of Marine Insurance Market in the U.K. – Development of Marine Insurance Market in India – Regulatory Framework in India (IRDAI Guidelines) – Broad Categories of Marine Insurance (Cargo, Hull, Freight, Liability) – Need and Importance of Marine Insurance in International Trade – Insurable Interest and Utmost Good Faith – Parties to a Marine Insurance Contract– Role of Intermediaries (Insurance Brokers, Agents, Surveyors, Third Party Administrators).

UNIT –2 Marine Underwriting and Incoterms - Marine Underwriting – Objectives and Critical Aspects – Risk Assessment and Evaluation – Cargo Hazard Classification – Moral Hazard and Physical Hazard – Rating Factors in Marine Insurance – Proposal Forms and Policy Conditions – Warranties and Clauses – Introduction to Incoterms 2020 – Role of the International Chamber of Commerce (ICC) – Classification of Incoterms (E, F, C and D Terms) – Allocation of Risk and Cost under Incoterms – Insurance Responsibilities under CIF and CIP – Contracts of Sale – Transfer of Risk and Title in International Trade.

UNIT – 3 Marine Cargo Insurance - Marine Cargo Insurance – Scope and Coverage – Institute Cargo Clauses (A, B, C) – Institute Trade Clauses – Non-Institute and Special Clauses – Inland Transit Clauses – Types of Marine Cargo Policies: Voyage Policy, Time Policy, Open Policy, Floating Policy, Specific Policy – Types of Marine Losses: Total Loss (Actual and Constructive), Partial Loss, Particular Average, General Average – Salvage and Sue & Labour Charges – Documentation in Cargo Insurance.

UNIT – 4 Hull Insurance and Liability Covers - Hull Insurance – Scope of Cover – Institute Time Clauses – Hull – Machinery Damage – Hull Insurance (Part II): Collision Liability – Protection and Indemnity (P&I) Clubs – War and Strike Risks – Freight Insurance – Liability Covers in Marine Insurance – Reinsurance in Marine Business – Risk Management in Shipping and Marine Operations.

UNIT – V: Marine Claims, Documentation and Trade Finance - Marine Claims – Claims Procedure and Legal Framework – Claims Documentation – Survey and Loss Assessment – Claims Settlement Process – Role of Intermediaries in Claims Handling (Brokers, Agents, Surveyors, Reinsurers) – Linkage between Trade Finance and Marine Insurance – Bills of Exchange – Documentary Credits (Letter of Credit – UCP 600) – Bank Guarantees – Role of Banks in Marine Insurance Transactions – Risk Management in International Trade.

Text Book

1. Insurance Institute of India – IC 67 – Marine Insurance

Reference Book

1. Insurance Institute of India – IC 65 – Marine Underwriting
2. Insurance Institute of India - IC-61 - Cargo Loss Prevention
3. Insurance Institute of India - IC-63 - Marine Clauses
4. Insurance Institute of India - IC-66 - Marine Insurance Claims
5. Insurance Institute of India – IC 65 – Marine Underwriting

COURSE OUTCOMES
On Completion of the course, the students will be able to
CO1: Understand the nature, principles, evolution, and regulatory framework of marine insurance.
CO2: Apply underwriting principles, risk assessment techniques, and Incoterms in marine insurance.
CO3: Analyze marine cargo insurance policies, clauses, and types of losses in shipping operations.
CO4: Analyze hull insurance, liability covers, and risk management practices in marine operations.
CO5: Evaluate marine claims procedures, documentation, and the role of trade finance in insurance transactions.

Mapping of COs with POs						
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	1	1	-	2	1
CO2	2	3	2	2	1	2
CO3	2	3	3	2	1	2
CO4	2	3	3	2	1	2
CO5	2	3	2	3	3	2
	2.20	2.60	2.20	1.80	1.60	1.80

MBAI-432 FOUNDATION OF ACTUARIAL SCIENCE

COURSE OBJECTIVES **No. of credits:4**

- To provide students with a fundamental understanding of actuarial science, actuarial functions, and their application in insurance and financial services.
- To develop analytical skills in financial mathematics, mortality analysis, and actuarial principles used in life insurance.
- To train students in the calculation of life insurance premiums and annuity values using actuarial techniques.

SYLLABUS

UNIT – 1 Financial Mathematics and Compound Interest - Time Value of Money – Compound Interest – Accumulated Value – Present Value – Nominal and Effective Rates of Interest – Investment Returns – Discounting Techniques – Further Compound Interest Concepts – Introduction to Annuities Certain – Applications in Financial and Insurance Calculations.

UNIT – 2 Annuities and Loan Redemption - Level Annuities – Annuities Immediate and Due – Variable Annuities – Increasing and Decreasing Annuities – Deferred Annuities – Perpetuities – Redemption of Loans – Sinking Funds – Amortization Schedules – Loan Outstanding Balance – Applications in Insurance and Financial Planning.

UNIT – 3 Probability and Mortality Studies **-** Fundamentals of Probability – Random Variables and Expected Value – Survival and Death Probabilities – Mortality Tables – Construction of Mortality Tables – Graduation of Mortality Rates – Well-Known Mortality Tables – Comparison of Mortality Tables – Mortality Indices and Applications in Insurance.

UNIT – 4 Life Assurance and Annuity Benefits - Principles of Life Assurance – Life Assurance Premiums – Assurance Benefits – Term Insurance – Whole Life Insurance – Endowment Assurance – Pure Endowment – Life Annuities – Temporary Annuities – Deferred Annuities – Actuarial Present Value of Benefits.

UNIT – 5 Premium Calculations and Conversion Techniques - Net Premiums for Assurance Plans – Net Premiums for Annuity Plans – Premium Conversion Tables – Gross Premium Concepts – Expense Loading – Policy Value Concepts – Actuarial Applications in Product Pricing and Insurance Practice.

Text Books

1. Foundation of Actuarial Science – IC 28, Insurance Institute of India, 2011
2. Benjamin, B., & Pollard, J. H. (1993). The analysis of mortality and other actuarial statistics (3rd ed.). Institute of Actuaries.

Reference Books

1. Promislow, S. D. (2015). Fundamentals of actuarial mathematics (3rd ed.). Wiley.
2. Mathematical Basis of Life Assurance – IC 81, Insurance Institute of India, 2000.

COURSE OUTCOMES
On Completion of the course, the students will be able to
CO1: Apply time value of money concepts, compound interest, and discounting techniques in financial calculations.
CO2: Apply annuity concepts, loan redemption methods, and amortization techniques in financial planning.
CO3: Analyze probability concepts and mortality tables for survival and risk assessment in insurance.
CO4: Analyze life assurance products and annuity benefits using actuarial present value techniques.
CO5: Evaluate premium calculations, policy values, and pricing methods in actuarial practice.

Mapping of COs with POs						
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	3	2	1	1	1
CO2	2	3	2	2	1	1
CO3	2	2	3	2	1	1
CO4	2	3	3	3	1	2
CO5	2	3	3	3	2	2
	2.20	2.80	2.60	2.20	1.20	1.40
***3 – Strong, 2 – Moderate, 1- Weak**						

SEMESTER – IV

LIST OF CORE PAPERS

FOURTH SEMESTER				
Code	**Title**	**Credits**	**H/S***	**Marks**
MBAI-441	Health Insurance	4	H	100
MBAI-442	Motor Insurance	4	H	100
MBAI-443	Capstone Project (8 Weeks) including viva voce	4	H	150
MBAI-444	Insurance Elective – I	4	S	100
MBAI-445	Insurance Elective – II	4	S	100
MBAI-446	Functional Elective-II (Marketing/HR/Finance)	4	S	100
	Total Credits/Marks	**24**		650

MBAI- 441 - HEALTH INSURANCE

COURSE OBJECTIVES **No. of credits:4**

- To provide a comprehensive understanding of health insurance concepts and the health system in India.
- To familiarize students with various health insurance products and underwriting practices.
- To develop knowledge of pricing, reserving, and actuarial aspects of health insurance.

SYLLABUS

UNIT – 1 Health Insurance and Health System in India - Introduction to Health Insurance – Concept, Nature and Importance of Health Insurance – Structure of the Health System in India (Public and Private Sector) – Overview of Health Care Delivery Mechanism – Health Financing Models (Beveridge Model, Bismarck Model, National Health Insurance Model, Out-of-Pocket Model) – Health Financing in India – Government Sponsored Health Insurance Schemes – Role of Insurance Regulatory and Development Authority of India (IRDAI) in Health Insurance Regulation.

UNIT –2 Health Insurance Products - Health Insurance Products in India – Scope of Health Insurance Covers – Classification of Health Insurance Products – Individual and Group Indemnity Plans – Mediclaim Policy – Overseas Medical Insurance – Floater Plans – Benefit Plans – Critical Illness Plans – High Deductible Plans – Comprehensive Coverage Plans – Long-Term Care Insurance – Travel Insurance – Micro Health Insurance – Health Insurance Plans for Senior Citizens – Disease Management Plans – Innovations and Emerging Trends in Health Insurance Products.

UNIT -3 Health Insurance Underwriting - Meaning, Definition and Need for Underwriting – Principles of Health Insurance Underwriting – Underwriting Process and Risk Assessment – Medical Underwriting – Moral Hazard and Adverse Selection – Underwriting Guidelines and Best Practices – Factors Considered in Premium Determination – Challenges in Health Insurance Underwriting.

UNIT – 4 Pricing, Data and Reserving - Health Insurance Data – Sources and Data Management – Morbidity and Mortality Data – Claims Data Analysis – Pricing of Health Insurance Products – Rating Factors – Premium Calculation Methods – Reserving in Health Insurance – Types of Reserves – Actuarial Considerations in Health Insurance.

UNIT – 5 Claims Management and Customer Service - Stakeholders in the Health Insurance Claims Process – Claims Management Procedure – Cashless and Reimbursement Claims – Documentation Requirements – Claims Reserving and Settlement – Role of Third-Party Administrators (TPAs) – Customer Service in Health Insurance – Grievance Handling Mechanism – Insurance Ombudsman – Fraud Prevention in Health Insurance.

Text Books

1. Insurance Institute of India – IC 27- Health Insurance
2. Insurance Institute of India – IC 36 - Health Insurance Claim Management

Reference Books

1. Edwin Jerome Faulkner, Health insurance, McGraw-Hill insurance series
2. Kongstvedt, P. R. (2019). Health insurance and managed care: What they are and how they work (6th ed.). Jones & Bartlett Learning.
3. Black, K., & Skipper, H. D. (2000). Life and health insurance (13th ed.). Prentice Hall.

Insurance Institute of India. (Latest ed.).

COURSE OUTCOMES
On Completion of the course, the students will be able to
CO1: Understand the concepts, importance, and structure of health insurance and healthcare systems in India.
CO2: Apply knowledge of various health insurance products and coverage options in real-world scenarios.
CO3: Analyze underwriting principles, risk assessment, and factors influencing premium determination.
CO4: Analyze pricing methods, claims data, and reserving techniques in health insurance.
CO5: Evaluate claims procedures, documentation, grievance handling, and customer service mechanisms.

Mapping of COs with POs						
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	1	1	-	2	1
CO2	2	3	2	2	1	2
CO3	2	3	3	2	1	2
CO4	2	3	3	3	1	2
CO5	2	3	2	3	3	2
	2.20	2.60	2.20	2.00	1.60	1.80

MBAI-442 MOTOR INSURANCE

COURSE OBJECTIVES **No. of credits:4**

- To provide the conceptual understanding of motor insurance.
- To familiarise the student with claims procedures
- To make them understand regulations in motor policies.

SYLLABUS

UNIT- 1 Introduction to Motor Insurance -History & evolution of motor insurance (global & Indian context)-Types of motor insurance policies – own damage & third party-Market scenario & trends in motor insurance-Principles of insurance contracts as applied to motor insurance-Unique features of motor insurance contracts

UNIT- 2 Legal and Regulatory Framework **-** Motor Vehicles Act, 1988 - Compulsory third party insurance provisions-Transfer of insurance and rights/liabilities under Sec. 157-Permit types and conditions (goods carrier, stage carriage, contract carriage, tourist permits, etc.)-Legal definitions relevant to motor insurance (LMV, contract carriage, stage carriage, public service vehicle, etc.)

UNIT- 3 Motor Insurance Underwriting and Marketing - Types of motor vehicles and documents Required-Motor insurance underwriting Process-Risk assessment & acceptance Criteria-Determination of Insured Declared Value (IDV)-Tariff vs. non-tariff rating Practices- Distribution channels – agents, brokers, online Platforms-Customer acquisition & retention Strategies-Impact of technology on marketing and servicing

Unit- 4 Claims Management in Motor Insurance - Types of claims – own damage (OD) & third party (TP)-Claims procedures and documentation Requirements-Assessment of loss & claim settlement Methods-Role of surveyors Fraud management in claims – common fraud types, detection, and Prevention-Internal audits in claims processing

Unit- 5: Emerging Trends and Customer Service - IT applications in motor insurance – "Consumer Delight" concept-Service gaps in claims & customer relationship management of emerging technologies – Hybrid vehicles, driverless cars-International practices in motor insurance-Future challenges - Claims data – Reports.

Textbooks

1. IC 72 Published by: P. Venugopal, Secretary-General, Insurance Institute of India, G- Block, Plot C-46, Bandra Kurla Complex, Bandra (E) Mumbai
2. R.K Ganatra (2010), Motor Insurance (IC-72), Insurance Institute of India: Mumbai.
3. ICAI (2009), Motor Third Party Claims, The Institute of Chartered Accountants of India: New Delhi.

Reference Books

1. Avtar Singh (2010), Law of Insurance, Jain Book Agency: New Delhi.
2. Merkin, Robert., Stuart-Smith and Jeremy, Q.C. (2004), Law of Motor Insurance, Sweet and Maxwell: London.
3. Utpal Ranjan Sarkar (2007), Motor Accidents: Motor Insurance Claims Assessment and Compensation (2/e), Jain Book Associates: New Delhi.
4. Vijayaraghavan, N (2005), Motor Accidents Claims, United Publishing Co.: New Delhi.
5. S.P. Singh Parmar and Utpal Ranjan Sarkar (2005), Liability of Insurer: Under the Motor Insurance, Jain Book Associates: New Delhi.
6. Motor Vehicles Act, 1988.

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain the fundamentals, types, and principles of motor insurance contracts, including market trends.
CO2	Analyze the legal provisions of the Motor Vehicles Act and regulatory requirements related to motor insurance.
CO3	Apply underwriting principles, risk assessment techniques, and pricing strategies in motor insurance.
CO4	Evaluate motor insurance claims processes, documentation, loss assessment, and fraud detection mechanisms.
CO5	Assess emerging trends, IT applications, customer service strategies, and future challenges in motor insurance.

Mapping of COs with POs						
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	2	1	1	1
CO2	3	3	2	1	1	2
CO3	3	3	3	2	1	1
CO4	3	3	3	2	2	3
CO5	3	3	3	2	3	3
	3	2.8	2.6	1.6	1.6	2

INSURANCE ELECTIVES				
Code	**Insurance**	**Credits**	**H/S***	**Marks**
III Semester				
MBAI-I01	Digital marketing in insurance	4	S	100
MBAI-I02	Fire & Consequential Loss Insurance	4	S	100
MBAI-I03	General Insurance Claims	4	S	100
MBAI-I04	Miscellaneous Insurance	4	S	100
MBAI-I05	Reinsurance Management	4	S	100
IV Semester				
MBAI-I06	Agricultural and Rural Insurance	4	S	100
MBAI-I07	Aviation Insurance	4	S	100
MBAI-I08	Fraud Risk Management in Insurance	4	S	100
MBAI-I09	Liability Insurance	4	S	100
MBAI-I10	Health Insurance Operations	4	S	100
* H –Hard core paper, S – Softcore paper				

MBAI-101 DIGITAL MARKETING IN INSURANCE

COURSE OBJECTIVES **No. of credits:4**

- To create awareness about digital marketing techniques.
- To create the awareness about the tools and platforms available to promote insurance products
- Learning data analytics to evaluate the performance of the products

SYLLABUS

UNIT – 1 Introduction to Digital Marketing in Insurance **-**Concept and Evolution of Digital Marketing – Digital Transformation in Insurance – Role of Digital Channels in Insurance Distribution – Changing Customer Behaviour – Insurance Marketing Funnel – Omni-channel Strategy – Regulatory guidelines of Insurance Regulatory and Development Authority of India (IRDAI) on digital sales.

UNIT – 2 Digital Marketing Tools and Platforms - Website Marketing – SEO & SEM – Content Marketing – Email Marketing – Affiliate Marketing – Mobile Marketing – Marketing Automation – CRM in Insurance – Google Ads and Analytics – Social Media Platforms: Facebook, Instagram, LinkedIn, YouTube.

UNIT – 3 Social Media & Content Strategy for Insurance -Social Media Campaign Planning – Influencer Marketing – Video Marketing – Blog & Educational Content – Lead Generation Strategies – Chatbots & AI in Insurance Marketing – Online Reputation Management – Customer Engagement Strategies.

UNIT – 4 Data Analytics and Performance Measurement - Web Analytics – Key Performance Indicators (KPIs) – Conversion Rate Optimization – Digital Campaign Budgeting – A/B Testing – Customer Segmentation – Big Data in Insurance – Personalization Strategies – Use of CRM and Marketing Dashboards.

UNIT – 5 Emerging Trends in Digital Insurance Marketing - InsurTech and Digital Platforms – Mobile Apps in Insurance – Aggregator Platforms – Digital Payments & Policy Issuance – Cyber Security in Digital Marketing – Ethical and Legal Issues – Future Trends in Digital Insurance.

Text Books

1. Bernardo Nicoletti (2016), Digital Insurance, Palgrave Macmillan: UK

Reference Books

1. Buchner, A. (2006), Marketing Life Insurance Online. Jupiter Research, New York.
2. Chaffey, D., & Ellis-Chadwick, F. (2019). Digital Marketing (7th ed.). Pearson.
3. Kotler, P., Kartajaya, H., & Setiawan, I. (2017). Marketing 4.0: Moving from Traditional to Digital. Wiley.

COURSE OUTCOMES
On Completion of the course, the students will be able to
CO1: Understand digital marketing concepts, channels, and customer behavior in insurance.
CO2: Apply digital marketing tools such as SEO, SEM, social media, email marketing, and CRM systems.
CO3: Analyze social media campaigns, content strategies, and customer engagement techniques.
CO4: Analyze digital marketing data using KPIs, web analytics, and conversion optimization techniques.
CO5: Evaluate emerging trends such as InsurTech, AI, personalization, and digital platforms in insurance marketing.

Mapping of COs with POs						
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	1	1	1	1	1
CO2	2	3	2	2	1	2
CO3	2	3	3	2	1	2
CO4	2	3	3	3	1	2
CO5	2	2	2	3	2	3
	2.20	2.40	2.20	2.20	1.20	2.00

MBAI-102 FIRE & CONSEQUENTIAL LOSS INSURANCE

COURSE OBJECTIVES **No. of. credits :4**

- To provide a comprehensive understanding of fire insurance principles, underwriting practices, and tariff structures.
- To develop practical skills in handling fire and consequential loss insurance claims, including legal and procedural aspects.
- To explore advanced practices in consequential loss coverage, specialized policies, and international insurance standards.

SYLLABUS

UNIT-1 Principles and Structure of Fire Insurance - nsurable property and the basic principles of fire insurance – Terms relating to the sum insured – Fire hazards and fire prevention – Hazard-based risk classification – Fire protection systems and good housekeeping – Fire tariff overview and its sections – The Standard Fire and Special Perils Policy – Add-on covers, special policies, and clauses.

UNIT-2 Fire Tariff Rules, Underwriting, and Rating -– Standard fire and special perils policy terms – Partial insurance and mid-term cover – Rating methods and calculation – Hazardous goods classification and documentation – Warranties, clauses, and endorsements – Policy schedules and renewal notices –Emerging approaches in underwriting fire risks.

UNIT-3 Fire Claims and Legal Aspects - essentials of fire claims processing and settlement – Legal doctrines: onus of proof, proximate cause – Insured versus excepted perils – Rights of insurers, warranties, and ex-gratia settlements – Without prejudice clause – Claims procedure: registration, surveyor appointment, preliminary and final survey reports

UNIT-4 Fundamentals of Consequential Loss Insurance - Objectives and need for consequential loss insurance – Basis of profits insurance and measure of indemnity – Understanding indemnity periods and sum insured –Structure of the consequential loss policy – Adjustment clauses, variations, and special circumstances – Return of premium – Losses not payable.

UNIT-5 Advanced Consequential Loss Practices - Components of rate of premium: basis rate Consequential loss claims procedures – Specialized policies and international practices – Oil and petrochemical plant insurance – Provisions of erstwhile special tariff on petrochemical risks – Industrial All Risks (IAR) insurance policies and global standards.

Text Books

1. Insurance Institute of India (2025), Fire & Consequential Loss Insurance (IC-57), III: Mumbai.

Reference Books

1. Insurance Institute of India (2025), Fire Insurance Coverages (IC-58), III: Mumbai.
2. Insurance Institute of India (2024), Fire Insurance Claims (IC-56/S02), III: Mumbai.
3. Insurance Institute of India (2024), Fire Rating and Underwriting (IC-59), III: Mumbai.

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain fire insurance principles, policies, and risk classification.
CO2	Analyze underwriting practices, tariff rules, and rating methods.
CO3	Evaluate fire claims procedures and apply legal doctrines in claim settlement.
CO4	Understand and apply concepts of consequential loss insurance and indemnity.
CO5	Assess advanced practices and apply insurance concepts in real-world risk scenarios.

Mapping of COs with POs						
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**2**	**1**	**2**	**1**	**3**
CO2	**3**	**3**	**2**	**1**	**1**	**2**
CO3	**3**	**3**	**3**	**2**	**1**	**3**
CO4	**3**	**2**	**2**	**1**	**1**	**2**
CO5	**3**	**3**	**3**	**2**	**1**	**2**
	3	**2.6**	**2.2**	**1.6**	**1**	**2.4**

MBAI-I03: GENERAL INSURANCE CLAIMS

COURSE OBJECTIVES **No. of credits :4**

- To familiarize students with crime, property, package, and specialized insurance covers and claim procedures.
- To develop understanding of Claims Documentation and Loss Assessment
- To make them familiarize with introduce the concept Liability Claims and Dispute Resolution

SYLLABUS

UNIT –1 Fundamentals of General Insurance Claims **-**Introduction to General Insurance Claims – Nature and Importance of Claims Management – Claims Management Overview – Principles Governing Assessment of Loss (Indemnity, Subrogation, Contribution, Proximate Cause) – Claims Process and Procedures – Speed and Quality in Claims Settlement – Ethical Practices in Claims Handling.

UNIT –2 Claims Documentation and Loss Assessment -Claim Intimation and Registration – Claim Documentation Requirements – Survey and Adjustment of Claims – Role of Surveyors and Loss Assessors – Practice of Loss Assessment – Claims Reserving – Estimation and Provisioning of Outstanding Claims – Regulatory Guidelines for Claims Settlement.

UNIT – 3 Property and Personal Insurance Claims -Special Features of Property Damage Claims (Fire, Engineering, Marine, Miscellaneous) – Assessment of Material Damage and Business Interruption Loss – Special Features of Insurance of Persons (Personal Accident, Health Insurance Claims) – Documentation and Evaluation Issues in Personal Lines Claims.

UNIT –4 Liability Claims and Dispute Resolution -Special Features of Liability Claims (Public Liability, Product Liability, Professional Indemnity, Motor Third-Party Claims) – Legal Aspects of Liability Claims – Disputes in Claims – Consumer Protection and Ombudsman Mechanism – Alternative Dispute Resolution (ADR) in Insurance – Fraud in Insurance Claims – Fraud Detection and Prevention Mechanisms.

UNIT –5 Claims Reserving, Fraud Control and Technology - Claims Reserving – Methods and Importance – Incurred but Not Reported (IBNR) Reserves – Claims Data Analysis – Information Technology in Claims Management – Digital Claims Processing – Automation and AI in Claims Handling – Risk Management and Best Practices in Claims Administration.

Text Books

1. Insurance Institute of India **-** IC 29 – General Insurance Claims
2. Mishra, M. N., & Mishra, S. B. (2016). Insurance principles and practice (22nd ed.). S. Chand Publishing.

Reference Books

1. Insurance Institute of India. (Latest ed.). Claims management in general insurance. Insurance Institute of India.
2. Insurance Regulatory and Development Authority of India. (Latest year). Guidelines on protection of policyholders' interests and claims settlement. IRDAI.

COURSE OUTCOMES
On Completion of the course, the students will be able to
CO1: Understand principles, processes, and importance of general insurance claims management.
CO2: Apply claims documentation procedures and loss assessment techniques.
CO3: Analyze property and personal insurance claims, including evaluation of losses and documentation issues.
CO4: Analyze liability claims, legal aspects, and dispute resolution mechanisms in insurance.
CO5: Evaluate claims reserving, fraud prevention techniques, and the role of technology in claims management.

Mapping of COs with POs						
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	1	1	-	2	1
CO2	2	3	2	1	1	2
CO3	2	3	3	2	1	2
CO4	2	3	3	2	2	2
CO5	2	3	2	3	3	2
	2.20	2.60	2.20	1.60	1.80	1.80

MBAI-I04: MISCELLANEOUS INSURANCE

COURSE OBJECTIVES **No. of credits :4**

- To familiarize students with crime, property, package, and specialized insurance covers.
- To develop understanding of rural and micro insurance schemes and their role in financial inclusion.
- To introduce the concept and practice of reinsurance in risk management.

SYLLABUS

UNIT – 1 Personal and Health Insurance **-**Personal Accident Insurance – Scope, Coverage and Benefits – Permanent and Temporary Disability – Exclusions and Conditions – Health Insurance – Individual and Group Policies – Overseas Health Insurance Policy – Travel Insurance – Claims Procedures in Personal and Health Insurance – Regulatory framework under Insurance Regulatory and Development Authority of India (IRDAI).

UNIT – 2 Property and Crime Insurance -Burglary Insurance – Coverage and Conditions – Money Insurance – Transit and Cash-in-Safe Cover – Fidelity Guarantee Insurance – Bankers Indemnity Insurance – Jewellers Block Insurance – Risk Assessment and Underwriting Considerations in Crime Insurance Policies.

UNIT –3 Miscellaneous and Package Policies - Other Miscellaneous Insurance Policies – Industrial All Risk Policies – Electronic Equipment Insurance – Contractor's All Risk Policy – Package Policies – Shopkeepers Policy – Office Package Policy – Householders Policy – Features, Benefits and Limitations – Claims Handling in Miscellaneous Insurance.

UNIT –4 Specialized Covers and Reinsurance - Specialized Insurance Covers – Emerging Trends in Insurance Products – Cyber Insurance – Liability Covers – Professional Indemnity – Directors and Officers (D&O) Insurance – Reinsurance: Meaning, Objectives and Types – Facultative and Treaty Reinsurance – Role of Reinsurance in Risk Distribution.

UNIT – 5 Rural Insurance and Inclusive Insurance - Concept and Importance of Rural Insurance – Agricultural Insurance – Crop Insurance – Livestock Insurance – Micro Insurance – Government Sponsored Rural Insurance Schemes – Social Security Insurance Schemes – Financial Inclusion and Insurance Penetration in Rural India – Challenges and Opportunities in Rural Insurance.

Text Books

1. Insurance Institute of India - IC 78 – Miscellaneous Insurance
2. Periasamy, P. (2018). Principles and practice of insurance. Himalaya Publishing House.

Reference Books

1. Vaughan, E. J., & Vaughan, T. (2014). Fundamentals of risk and insurance (11th ed.). Wiley.
2. Rejda, G. E., McNamara, M. J., & Rabel, W. J. (2022). Principles of risk management and insurance (14th ed.). Pearson.
3. Insurance Regulatory and Development Authority of India. (Latest year). Guidelines and regulations on general and rural insurance. IRDAI.

COURSE OUTCOMES
On Completion of the course, the students will be able to
CO1: Understand personal accident and health insurance products, coverage, and claims procedures.
CO2: Apply knowledge of burglary, fidelity, and other crime insurance policies in risk assessment and underwriting.
CO3: Analyze various miscellaneous and package insurance policies and their claims handling procedures.
CO4: Analyze specialized insurance covers and evaluate the role of reinsurance in risk management.
CO5: Evaluate rural and micro insurance schemes and their impact on financial inclusion and economic development.

Mapping of COs with POs						
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	1	1	-	2	1
CO2	2	3	2	2	1	2
CO3	2	3	3	2	1	2
CO4	2	3	3	2	1	2
CO5	2	2	2	2	3	3
	2.20	2.40	2.20	1.60	1.60	2.00

MBAI-I05: REINSURANCE MANAGEMENT

COURSE OBJECTIVES **No. of credits :4**

- To understanding about the fundamentals of reinsurance
- To familiarize the students with Retentions & Programme Design
- To familiarize the students with the Reinsurance contract

SYLLABUS

UNIT-1 Fundamentals of Reinsurance **-**Nature of reinsurance- Functions of reinsurance - Advantages- Forms of Reinsurance- Methods of Reinsurance- Proportional Reinsurance method- Surplus-Quota Share Fixed and Variable Quota Share-Non-Proportional Reinsurance- Excess of Loss -Working (Per Risk) XL- Surplus Facultative reinsurance & Facultative excess of loss reinsurance- Catastrophe XL – Stop Loss XL – Aggregate XL- Whole account excess of loss cover –Umbrella excess of loss cover

UNIT-2 Retentions & Programme Design **-**Setting Retentions- Types of retentions- Per event retention-Per Risk retention- Programme Arrangements- Negotiations and Placements- Key considerations in Negotiations-Market considerations -Forms negotiation -Reciprocal Negotiation-Direct Placements - Participation in local market Pools-Group underwriting & retention -Placement through Intermediaries

UNIT-3 Reinsurance Clauses & Accounting **-**Fundamentals of Contract Law as applicable to Reinsurance-Reinsurance contract- Reinsurance contract Wordings-Common Clauses-Special nature of reinsurance accounting-Proportional Treaty Accounts-Non-proportional Reinsurance-Formats and methods of accounting-Commissions-Flat rate, sliding scale and Overriding Commissions-Profit commission

UNIT-4 Reinsurance Markets& Financial Security **-**Special characteristics – Reinsurance markets as source of capital – Redefining the intermediaries – Composite companies – Professional reinsurers – GIC Re – Underwriting- Financial Security-Importance – Managing Reinsurer Security – Selecting reinsurers – Establishing criteria for security evaluation – Financial Strength ratings –Major rating agencies

UNIT -5 Processing Information for Reinsurance Decisions **-**Importance of statistics in reinsurance – Gathering and analyzing statistics – Underwriting issues in reinsurance treaties – Provision for outstanding losses – Control of accumulations – System and procedures – Use of communication and information technology – Organization of reinsurance department

Text Book

1. IC 85 - REINSURANCE MANAGEMENT, III Mumbai

Reference Books

1. Module III, Risk Management and Reinsurance, The Institute of Chartered Accountants of India: New Delhi.
2. Module III (Supplementary Study Material), Risk Management and Reinsurance, The Institute of Chartered Accountants of India: New Delhi

COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	1	-	-	1
CO2	3	3	2	1	1	1
CO3	3	2	2	1	-	3
CO4	3	3	2	2	1	2
CO5	3	3	3	2	1	1
	3	2.6	2	1.5	1	1.6

COURSE OUTCOMES	
On Completion of the course, the students will be able to	
CO1	Explain the fundamental concepts, forms, and methods of reinsurance, including proportional and non-proportional arrangements.
CO2	Design appropriate reinsurance programmes by evaluating retentions, negotiation strategies, and placement methods.
CO3	Interpret reinsurance contract clauses and apply accounting principles relevant to proportional and non-proportional treaties.
CO4	Assess reinsurance markets, evaluate the financial security of reinsurers, and analyz financial strength ratings issued by agencies such as GIC Re, Standard & Poor's.Moody's Investors Services and Fitch Ratings.
CO5	Analyze statistical data, underwriting issues, outstanding loss provisions, and accumulation controls to support effective reinsurance decisions.

MBAI -106 AGRICULTURE INSURANCE

Course Objectives: **Hardcore: 4 Credits**

- To create understanding of Agriculture Insurance and allied insurances available.
- To prepare the students for Global Practices in handling risk exposures.
- To make them understand about the scope of insurance in agriculture products.

SYLLABUS

Unit 1 – Introduction to Indian Agriculture & Risks: Situation & Growth of Agriculture in India-Role of Agriculture in Indian Economy-Agricultural Indicators & Census-Agricultural Resources & Land Records-Agricultural Risks & Risk Management-Impact of Climate Change on Agriculture

Unit 2 – Crop Insurance in India: History & Models-Evolution of Crop Insurance Schemes- Pilot Crop Insurance Scheme (PCIS) – Comprehensive Crop Insurance Scheme (CCIS) – Experimental Crop Insurance Scheme (ECIS) – National Agricultural Insurance Scheme (NAIS) – Farm Income Insurance Scheme (FIIS) - Obligations of insurers in rural sector-Agriculture Insurance Company of India Ltd-Types of Agricultural Insurance-Concept of Agricultural Relief

Unit 3 – Crop Insurance Design & Operations-Insurability of Agricultural Risks Area based vs. Weather-based Approaches-Underwriting & Claims in NAIS-Yield Data & Estimation-Actuarial Premium Rating-Weather Index-based Crop Insurance Models

Unit 4 – Livestock & Allied Insurance-Importance of Livestock in Rural Economy-Cattle & Buffalo Breeds, Common Diseases, Valuation-Cattle Insurance Policy & Loss Assessment-Poultry Insurance (History, Policy, Loss Settlement)-Miscellaneous Agriculture Insurance Schemes (sheep, goat, inland fish, silkworm, bee, etc.)

Unit 5 – Global Practices & Reinsurance-Agriculture Insurance in Developed Countries (US, Canada, Japan, etc.)-Role of World Bank, WFP in Index-based Insurance-Introduction to Micro-Insurance-Need & Principles of Agricultural Reinsurance-Techniques & Future of Agriculture Reinsurance in India

Test Books

1. Agriculture, Food Security & Rural Development, Asian Development Bank, ISBN # 9780198064664, June 2010.
2. Agriculture Risk & Insurance in India, Dr. S S. Raju & Dr. Ramesh Chand, NCAEPR, New Delhi, 2010, Books for Development, Bangalore, info@booksfordevelopment.org.
3. Agricultural Risk and Insurance in India - Problems and Prospects, S.S. Raju and Ramesh Chand, 2010, Academic Foundation, ISBN - 978-81-7188-765-1.

Reference books

1. Government Support to Agricultural Insurance Authors: Mahul, Olivier; Stutley, Charles J,March 2010, ISBN: 9780821382172, http://elibrary.worldbank.org/content/book/9780821382172.
2. Agricultural Risk, Insurance & Income, Mishra, Pramod, the Maritime and Insurance Book Shop.
3. Indian agriculture in the new millennium: changing perceptions and development policy: Volumes 1 & 2, Mujumdar, Kapila, Uma Joshi, Academic Foundation, 2006.

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain the structure of Indian agriculture and various risks affecting the sector.
CO2	Analyze crop insurance schemes and their operational framework in India.
CO3	Apply principles of underwriting, premium rating, and claims management in agricultural insurance.
CO4	Evaluate livestock and allied agricultural insurance policies and risk coverage.
CO5	Assess global practices, micro-insurance, and reinsurance in agriculture insurance.

Mapping of COs with POs						
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	1	2	1	2
CO2	3	3	2	1	1	2
CO3	3	3	3	1	1	2
CO4	3	2	2	1	2	2
CO5	2	2	2	1	1	2
	2.8	2.4	2	1.2	1.2	2

MBAI-I07: AVIATION INSURANCE

COURSE OBJECTIVES **No. of credits :4**

- To familiarize the students with the Flight Operations Quality Assurance
- To familiarize the students with Airport operation sub-units
- To familiarize the students with Scrap disposal- Claims Documentation

SYLLABUS

Unit-1 History and Aviation Insurance Covers **-**History of Aviation - Features of Aviation Industry- Characteristics of Aviation Insurance- Aviation Operations- Operation control functions- Separation of ownership and operational control of aircraft- AVN 1C-London Aircraft Insurance Policy- Section I, II, III, IV general exclusions and conditions

Unit-2 Underwriting- General Aviation **-** General Aviation - Aviation risks and Exposures-General Aviation Operations-Characteristics of General Aviation- Re-Current Training-Aircraft accident- Differential hazards- Helicopter Emergency Medical Services (HEMS), Medevac and air ambulance- Procedure errors-skill Errors-Helicopter slung cargo operations-night flying

Unit -3 Underwriting Airlines **-** Underwriting airlines-fleet information-operations-code share and interline Agreements-Code sharing-cargo operations and aviation allied activities-claims history-flight data records (FDR)-windshear radar-safety management systems- crew resource management (CRM) - line operations safety audit (LOSA)- Flight Operations Quality Assurance (FOQA)

Unit-4: Underwriting – Aerospace **-** Underwriting aerospace risks-Airport operations, bird strikes, refueling, MRO- Aerospace segment- Airport activities- Airport and airline relationship- Airport operation sub-units- Operations manual and its implementation- ICAO framework for safety management

Unit-5: Aviation Laws & Aviation Claims **-** Law governing Third Party Liability-2009 Convention on Compensation for Damage caused by Aircraft to Third Parties - Regulation in European Union- Air Carrier Liability Regime as applicable to Domestic Air Travel in India- Forum Shopping- Forum Non-Conveniens-Aviation Safety- ICAO on Aircraft Accident and Incident Investigation--50/50 Provisional Claims Settlement Clause – AVS 103- Scrap disposal- Claims Documentation

Text Book

1. IC 76 - AVIATION INSURANCE, III Mumbai

Reference Books

1. Introduction to Aviation Insurance and Risk Management , 3rd edition, by Alexander T. Wells, Bruce D. Chadbourne , Krieger Publishing Company ,978-1575242743
2. Margo on Aviation Insurance Fifth edition, Author(s) : Katherine B. Posner , Philip Chrystal , Tim Marland, Publisher: LexisNexis Butterworths, ISBN: 9781474313476

Course Outcomes (CO's)

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain the evolution of aviation insurance, aviation industry features, operational controls, and aircraft insurance policy structure.
CO2	Analyze general aviation risks, underwriting considerations, operational hazards, and safety issues involved in aviation insurance.
CO3	Evaluate airline underwriting practices, operational risk management systems, and aviation safety audit mechanisms used in airline operations.
CO4	Examine aerospace underwriting, airport operations, maintenance activities, and safety management frameworks in aviation insurance.
CO5	Assess aviation laws, liability conventions, and aviation claims management procedures applicable to aviation insurance

Mapping of COs with POs						
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	1	–	–	–
CO2	3	3	2	1	–	–
CO3	3	3	3	1	1	–
CO4	3	2	2	1	1	–
CO5	3	3	2	1	–	2
	3	2.6	2	1	1	2

MBAI-I08 - FRAUD RISK MANAGEMENT IN INSURANCE

Course Objectives

1. To provide students with an understanding of the structure, growth, and functioning of the Indian insurance industry.
2. To familiarize students with the concept, types, causes, and impact of insurance frauds in life and general insurance sectors.
3. To impart practical knowledge on claim investigation, loss assessment, anti-money laundering measures, and emerging fraud management strategies in the insurance industry.

SYLLABUS

UNIT I: Indian Insurance Industry – Overview: History, growth, structure and present status of insurance industry in India. Public and private sector insurers, life and non-life insurance business, role of IRDAI, contribution of insurance to economic development. Insurance Frauds – Meaning, types, causes and effects of fraudulent practices in insurance business.

UNIT II: Insurance Fraud Fighting – Global Scenario: International fraud trends, methods adopted by fraudsters, anti-fraud systems followed in developed countries, role of technology and data analytics in fraud prevention. Insurance Fraud Fighting – Indian Scenario: Fraud control measures in India, regulatory initiatives, role of insurers, challenges in fraud detection and prevention.

UNIT III: General Insurance Frauds: Fire Insurance Frauds – false claims, intentional damages and exaggerated losses. Engineering Insurance Frauds – machinery breakdown and false repair claims. Marine Insurance Frauds – cargo theft, fake shipment claims and transit losses. Miscellaneous Insurance Frauds – travel, burglary and personal accident claim frauds.

UNIT IV: Specialized Insurance Frauds: Motor Insurance Frauds – fake accidents, staged theft, inflated repair bills. Health Insurance Frauds – fake hospitalization, false medical bills, duplicate claims. Liability Insurance Frauds – manipulated legal claims and compensation frauds. Livestock and Rural Insurance Frauds – fake death claims, false crop and animal insurance claims.

UNIT V: Life Insurance Frauds – false identity, fake death claims, misrepresentation of health details and nominee frauds. Investigation of Losses in Insurance – claim investigation procedures, evidence collection, surveyors and assessors role. Money Laundering in Insurance – methods, risks, anti-money laundering regulations, compliance measures and emerging fraud risks in insurance sector.

Text Books

- Insurance Institute of India - IC-39 Fraud Risk Management in Insurance
- S. P. Gupta, Insurance Frauds: Detection and Prevention, Sultan Chand & Sons, New Delhi.
- P. K. Gupta, Insurance and Risk Management, Himalaya Publishing House.

Reference Books

- C. Arthur Williams Jr., Michael L. Smith & Peter C. Young, Risk Management and Insurance, McGraw Hill.
- Baris Soyer, Marine Insurance Fraud, Routledge.
- George E. Rejda & Michael McNamara, Principles of Risk Management and Insurance, Pearson.
- M. N. Mishra & S. B. Mishra, Insurance Principles and Practice, S. Chand Publishing.

- **Course Outcomes (COs)**

COURSE OUTCOMES

On Completion of the course, the students will be able to
CO1: Understand the structure, functioning, and regulatory framework of the Indian insurance industry.
CO2: Identify different types of insurance frauds in life, health, motor, fire, marine, and other insurance sectors.
CO3: Analyze fraud detection and prevention practices followed in India and across the globe.
CO4: Evaluate claim investigation procedures, loss assessment methods, and risk control measures in insurance business.
CO5: Apply knowledge of anti-money laundering regulations and modern fraud management strategies to insurance operations.

Mapping of COs with POs					
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	3	2	3	2	1
CO2	2	3	3	2	2
CO3	2	3	2	2	3
CO4	3	3	3	2	2
CO5	2	2	2	2	3
	2.4	2.6	2.6	2.0	2.2
***3 – Strong, 2 – Moderate, 1- Weak**					

MBAI-109: LABIALITY INSURANCE

COURSE OBJECTIVES No. of credits :4

- To familiarize the students with the industrial and non -industrial risk
- To familiarize the students with professional indemnity insurance and clauses
- To familiarize the students with commercial general liability insurance and clauses

SYLLABUS

UNIT-1 Liability Insurance: Introduction to Liability Insurance - Basic principles of insurance and their applicability for liability insurance - Scope and special features of liability insurance

UNIT-2 Industrial and nonindustrial risks and clauses of a public liability policy – Exclusions and conditions stated in a public liability policy - Extension of coverage available under a public liability policy - Proposal form for a public liability policy.

UNIT-3: Products Liability Insurance - Need for and legal aspects of products liability insurance - Structure of a products liability policy - Product recall insurance policy Directors and Officers Liability - Features of directors' and officers' liability policy – Extensions and rating under directors' and officers' liability policy.

UNIT-4 Professional indemnity Insurance - Need and basis for professional indemnity insurances - Policy forms and clauses for insuring various professionals - Computer services and software developer's professional liability policy.

UNIT-5 Commercial General Liability - Basics of commercial general liability (CGL) policy - CGL policy clauses: Section I – Coverage - CGL policy clauses: Section II - CGL policy clauses: Section III – Limits of insurance - CGL policy clauses: Section IV – Conditions - CGL policy clauses: Section V – Definitions - CGL policy: Proposal form, rating and deductibles.

Text Book

1. Insurance Institute of India (2010), Liability Insurance (IC-74), III: Mumbai.

Reference Books

1. Insurance Institute of India (2010), Engineering and Liability Insurance (IC-79), III: Mumbai..

COURSE OUTCOMES

On Completion of the course, the students will be able to	
CO1	Explain the fundamental concepts, scope, and principles of liability insurance and their role in managing legal liabilities.
CO2	Analyze the coverage, exclusions, and conditions of public liability insurance policies and understand proposal and underwriting requirements.
CO3	Evaluate the structure and legal implications of products liability insurance and directors' & officers' liability insurance policies.
CO4	Assess the need and application of professional indemnity insurance for different professions including IT and software services.
CO5	Interpret the structure, clauses, limits, and underwriting aspects of Commercial General Liability (CGL) policies used in corporate risk management.

Mapping of COs with POs						
COs / POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	1	–	2	1
CO2	3	3	2	1	2	2
CO3	3	3	2	2	3	2
CO4	3	2	2	1	3	2
CO5	3	3	3	1	3	2
	3	2.6	2	1.25	2.6	1.8

MBAI-I10: HEALTH INSURANCE OPERATIONS

COURSE OBJECTIVES **No. of credits: 4**

- To understanding about the Classification of proposals
- To familiarize the students with collation of Health Insurance data
- To familiarize the students with Mode of Distribution.

SYLLABUS

Unit-1 Policy Administration & Customer Service in Health Insurance -Policy assuance-Classification of proposals-Policy renewals -premium accounting -Modes of premium payment- Concept of Customer Service- Challenges- Rejection of claim- Types of customer queries- -Regulatory and legal framework for customer service

Unit-2 Data Management and Warehousing -Data warehousing concepts-Definition-Components -types of data warehouse Designing-Importance of data-IIB data sets - Policy data set-Members data set-Claims data set-Collection and collation of Health Insurance data- types of data store-Use of data and requirement

Unit-3 MIS and Analytics - Meaning of MIS-Important elements- Components- Process-Derived Fields-Advantages of coding-Claims Analysis-Mode of Distribution– Key rations terminology-Premium-Reserves-Ratios Analyse -Rational Reports-Solvency Management-Strategic analytics

Unit-4 The Role of IT in Health Insurance -Need and role of IT in health insurance operations-Insurance Policy-Administration System-Claims Management-Insurance Agency Management system-User Management- Insurance Document Management System-Insurance Accounting- Use of IT - Health Management- Improving Claims Servicing-Facilitating Fraud Detection and Prevention.

Unit-5: Government And Social Health Insurance Schemes in India - Social healthcare scenario in India-Yeshasvini Health insurance scheme- Aarogyasri health insurance scheme- Chief Ministers Comprehensive Health Insurance Schemes (Tamil Nadu)- Employees State Insurance Scheme- Rashtriya Swasthiya Bima Yojana

Text Book

1. **I**C 37 - HEALTH INSURANCE OPERATIONS, III Mumbai

Reference Books

1. Health Insurance, Second Edition, Michael A. Morrisey, PhD
2. Medicare: Simplified - The Complete Guide To Understanding Medicare Clyde Bank Finance, August 25, 2015 by Clyde Bank Media LLC
3. Mediclaim and Health Insurance: A Complete Guide to Smart Healthcare Planning, Kshitij Patukal, **Prabhat Prakashan,2000, 978-8184302622**

COURSE OUTCOMES

On Completion of the course, the students will be able to

CO1	Explain the procedures involved in policy administration, premium accounting, renewals, and customer service management in health insurance.
CO2	Analyze the structure and application of data warehousing and health insurance datasets used for policy and claims management.
CO3	.Evaluate the role of MIS and analytics in monitoring insurance performance, claimsanalysis, and solvency management.
CO4	Assess the importance of Information Technology systems in health insurance operations, including policy administration, claims processing, and fraud prevention.
CO5	Examine the functioning and significance of government and social health insurance

Mapping of COs with POs						
COs / POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	1	–	1	1
CO2	3	3	2	2	1	1
CO3	3	3	2	2	1	2
CO4	3	2	2	3	1	1
CO5	3	2	1	–	2	1
	3	2.4	1.6	2.3	1.2	1.2

MARKETING ELECTIVES				
Code	**Marketing**	**Credits**	**H/S***	**Marks**
III Semester				
MBAI-M01	Branding and Marketing Communications	4	S	100
MBAI-M02	Customer Relationship Management	4	S	100
MBAI-M03	Insurance Product Development & Management	4	S	100
MBAI-M04	Understanding Buyer Behaviour	4	S	100
MBAI-M05	Insurance Marketing Firms	4	S	100
4th Semester				
MBAI-M06	International Marketing	4	S	100
MBAI-M07	Business to Business Marketing	4	S	100
MBAI-M08	Social Media Marketing	4	S	100
MBAI-M09	Sales and Distribution Management	4	S	100
MBAI-M10	Services Marketing	4	S	100

MBAI-M01 BRANDING AND MARKETING COMMUNICATIONS

COURSE OBJECTIVES **No. of credits :4**

- To increase understanding of the key issues in crafting and evaluating brand strategies
- To provide theories, models, and other analytic tools to make better branding decisions
- To make them to understand about the digital branding and communication strategies.

SYLLABUS

UNIT-1 Fundamentals of Branding and Communication Introduction to Branding & Communication: Definition and Importance Elements of a Strong Brand: Name, Logo, Slogan, ldentity, and Positioning Types of Communication Role of Communication in Branding Integrated Marketing Communication (IMC) and its Components

UNIT-2 Brand Development and Market Positioning Brand Development Process and Lifecycle Brand Architecture: Individual, Family, and Umbrella Branding Market Segmentation, Targeting, and Positioning (STP) in Branding Personal Branding vs. Corporate Branding Rebranding and Brand Extension Strategies

UNIT-3 Digital Branding and Communication Strategies Role of Digital Media in Branding Social Media Branding: Strategies and Best Practices Types of Content Marketing Storytelling for Brand Building Influencer Marketing and its Impact on Brand Communication

UNIT-4 Ethical Branding and Emerging Trends in Communication Corporate Social Responsibility (CSR) and Brand Image Ethical Considerations in Branding and Communication Transparency in brand messaging and corporate communication Al and Personalization in Branding Metaverse and Virtual Branding Experiences

UNIT-5 Brand Identity – Kapferer's Brand Identity Prism – Elements of Brand Identity – Co-branding and Ingredient branding. Brand Personality – Brand Personality Dimensions and Traits – Drivers of brand personality. Luxury brands – Cult brands

Text Books:

1. Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2013). Marketing management (14th ed., Indian edition). Pearson Education India.
2. Kumar, S. R. (2009). Brand management: Principles and practices. Pearson Education India.

Reference Books:

1. Panda, T. K., & Pati, S. K. (2013). Advertising and integrated marketing communications. Oxford University Press.
2. Brand Tuli, K. (Ed.). (2013). Strategic brand management: Building, measuring, and managing equity (Indian adaptation). Pearson Education India. [S] Gupta, S. (2017). Digital marketing. McGraw Hill Education India.

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain the concepts of branding, communication, and integrated marketing communication.
CO2	Analyze brand development processes, market segmentation, and positioning strategies.
CO3	Apply digital branding techniques including social media, content marketing, and influencer strategies.
CO4	Evaluate ethical issues, CSR, and emerging trends in branding and communication.
CO5	Assess brand identity, brand personality, and advanced branding strategies.

Mapping of COs with POs						
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	1	3	1	2
CO2	3	3	2	2	1	1
CO3	3	3	3	2	1	1
CO4	2	2	2	2	1	3
CO5	3	2	2	2	1	2
	2.8	2.4	2	2.2	1	1.8

MBAI-M02 CUSTOMER RELATIONSHIP MANAGEMENT

COURSE OBJECTIVES **No. of credits :4**

- To understanding about the optimizing customer relationships
- To familiarize the students with , Customer Satisfaction Measurement -
- To familiarize the students with Supplier Relationship Management

SYLLABUS

UNIT- 1 :CRM concepts: Acquiring customers, customer loyalty, and optimizing customer relationships. CRM defined: success factors, the three levels of Service/ Sales Profiling, Service Level Agreements (SLAs), creating and managing effective SLAs. Experiential Exercise: Analysing SLAs and understanding the implications of over-promise on customer relationships

UNIT-2 :CRM in Marketing: One-to-one Relationship Marketing, Cross Selling & Up Selling, Customer Retention, Behaviour Prediction, Customer Profitability & Value Modeling, Channel Optimization, Event-based marketing. CRM and Customer Service: The Call Centre, Call Scripting, Customer Satisfaction Measurement. Experiential Exercise: Call scripting for customer service representative and IVRS environments using role plays

UNIT-3 Sales Force Automation – Sales Process, Activity, Contact, Lead and Knowledge Management. Field Force Automation. CRM links in e-Business: E-Commerce and Customer Relationships on the Internet, Enterprise Resource Planning (ERP), Supply Chain Management (SCM), Supplier Relationship Management (SRM), Partner relationship Management (PRM).
Experiential Exercise: Analyse articles on SRM, PRM and SFA for better application grounded on marketing principles instead of using silo thinking.

UNIT-4 Analytical CRM: Managing and sharing customer data – Customer information databases, Ethics and legalities of data use. Data Warehousing and Data Mining concepts. Data analysis: Market Basket Analysis (MBA), Clickstream Analysis, Personalization and Collaborative Filtering.
Experiential Exercise: Do a Market Basket Analysis MBA for hypothetical shopping carts of various groups of customers

UNIT-5 CRM Implementation: Defining success factors, preparing a business plan – requirements, justification, processes. Choosing CRM tools: Defining functionalities, Homegrown versus out-sourced approaches. Managing customer relationships: conflict, complacency, Resetting the CRM strategy. Selling CRM internally: CRM development Team, Scoping and prioritizing, Development and delivery, Measurement

Text Books

1. Stanley A.Brown, CUSTOMER RELATIONSHIP MANAGEMENT, John Wiley & Sons, Canada, Ltd.
3. Paul Greenberg: crm at the speed of light: capturing and keeping customers in internet real time.

Reference Books

1. Jill Dyché: THE CRM HANDBOOK: A BUSINESS GUIDE TO CUSTOMER RELATIONSHIP MANAGEMENT, Addison Wesley Information Technology Series.
2. Patrica B. Ramaswamy, Et Al: Harvard Business Review On Customer Relationship Management
3. Kristin L. Anderson & Carol J Kerr, Customer Relationship Management
4. Bernd H Schmitt, Customer Experience Management: A Revolutionary Approach To Connecting With Your Customers.
5. Jagdish Seth, et al, Customer Relationship Management

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain the fundamental concepts, strategies, and success factors of Customer Relationship Management and its role in acquiring and maintaining customer relationships.
CO2	Analyze CRM practices in marketing and customer service, including customer retention strategies, cross-selling, up-selling, and customer satisfaction measurement.
CO3	Apply CRM technologies such as Sales Force Automation, ERP, SCM, SRM, and PRM in managing customer and business relationships.
CO4	Evaluate customer data using analytical CRM techniques such as data mining, market basket analysis, and customer value modelling for decision making.
CO5	Design and implement CRM strategies by selecting appropriate CRM tools, preparing business plans, and managing organizational change in CRM implementation.

Mapping of COs with POs						
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	1	-	1	-
CO2	2	3	2	1	1	-
CO3	2	2	3	2	3	-
CO4	2	3	2	3	2	-
CO4	2	2	3	2	2	1
	2.2	2.4	2.2	2	1.8	1

MBAI- M03 INSURANCE PRODUCT DEVELOPMENT AND MANAGEMENT

COURSE OBJECTIVES: **No. of credits :4**

- Understand the product policy of companies,
- To make them understand about the new product development, launch cycle and necessary marketing effort,
- Make them practice and discuss live cases of new products.

SYLLABUS

UNIT-1 Nature of New Product Management – Role of New Products in Firm's Marketing Effort – Characteristics of New Products – Types of New Products -Product policy – Product Mix decisions, product cannibalization decisions and after-support decisions. Managing product turnarounds.

UNIT-2 Strategic Planning for New Products – Process – Objectives – Strategies – Product Program implementation and control – New Product Management in Services. Product life cycle strategies, line extension, category extension, market expansion,

UNIT-3 New Produce process – Idea generation – Tools and Techniques – Screening of ideas – Concept formulation – Concept testing – Business Analysis – Product Development – Marketing testing

UNIT-4 Branding decisions for multi-product portfolios Commercialization – Product launch cycle – Marketing plan – Strategies – Promotion – post Launch Tracking – Post Launch and Control. Managing existing product portfolios and new products

UNIT-5 Organising for New Product – Strategies and Practices – Product Champions – Innovation Labs ads Intrapreneurship - Future of New Product Management.

Text Book(s)

1. Eberhand E. Scheuing: NEW PRODUCT MANAGEMENT Merril Pub. Co., Columbus Ohio
2. Merle Crawford: NEW PRODUCT DEVELOPMENT Irwin Pub.
3. Ramanuj Majumdar: PRODUCT MANAGEMENT IN INDIA (Prentice-Hall, India).
4. Donal R. Lehmann, Russel S. Winer: PRODUCT MANAGEMENT, McGraw-Hill

Reference Book(s)

1. Robert G. Cooper: WINNING AT NEW PRODUCTS: ACCELERATING THE PROCESS FROM IDEA TO LAUNCH, Perseus Publishing
2. 2 Ulrich, Karl, and Steven Eppinger. PRODUCT DESIGN AND DEVELOPMENT. 3rd ed. New York, NY: McGraw-Hill

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain the concepts, characteristics, and strategic importance of new product management.
CO2	Analyze product planning, product mix decisions, and product life cycle strategies.
CO3	Apply tools and techniques for idea generation, screening, and product development.
CO4	Evaluate branding strategies and commercialization processes for new products.
CO5	Assess product portfolio management and post-launch performance tracking.

Mapping of COs with POs						
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	1	2	1	1
CO2	3	3	2	2	1	1
CO3	3	3	3	1	1	1
CO4	3	3	3	2	1	1
CO5	3	3	3	2	2	1
	3	2.8	2.4	1.8	1.2	1

MBAI-M04 UNDERSTANDING BUYER BEHAVIOUR

COURSE OBJECTIVES: **No. of credits :4**

- To make familiarise the student about the buying behaviour of insurance products
- To make them to understand the factors influencing buying behaviour of customer/consumer.
- To understand the factor of motivation in buying process.

SYLLABUS

Unit -1 Introduction to Insurance Buying Behaviour -Definition, nature, and scope of insurance buying behaviour; applications in insurance marketing and consumer research process – objectives, data collection, and analysis in insurance context.

Unit-2 Factors Influencing Insurance Buying Behaviour -External factors – culture, social class, reference groups, family in policy purchase; Internal factors – risk perception, motivation, values, lifestyle, attitudes, and trust in insurers.

Unit-3 Insurance Decision-Making Process -Stages in buying insurance – need recognition, information search, evaluation of alternatives, purchase decision, and post-purchase evaluation; role of online platforms, agents, and digital channels.

Unit-4 Motivation & Personality in Insurance Buying -Consumer motivation theories (Maslow, Freud, Neo-Freudian) in insurance adoption; personality traits, self-concept, and risk aversion shaping health, life, and general insurance purchase.

Unit- 5 Communication, Decision Models & Consumer Rights in Insurance - Insurance communication strategies – interpersonal, impersonal, persuasive; consumer decision-making models in policy purchase (Black Box, Economic, Howard & Sheth); policyholder rights under Consumer Protection Act and IRDAI guidelines.

Textbooks

1. Schiffman, L. G., & Kanuk, L. L. – *Consumer Behaviour* (for buying behaviour foundations)
2. Satish K. Batra & S. H. H. Kazmi – *Consumer Behaviour* (applications to services like insurance)

Reference books:

1. Gupta, P. K. – *Insurance and Risk Management* (insurance-specific insights)
2. Rejda, G. E. – *Principles of Risk Management and Insurance* (insurance consumer perspective)
3. Srivastava, K. K., & Khandai, S. – *Consumer Behaviour in Indian Context* (useful for insurance buying in India)

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain the concepts and scope of insurance buying behaviour and research methods.
CO2	Analyze external and internal factors influencing insurance purchase decisions.
CO3	Evaluate the stages in the insurance decision-making process and role of digital channels.
CO4	Apply motivation and personality theories in understanding insurance consumer behaviour.
CO5	Assess communication strategies and decision-making models in insurance marketing.

Mapping of COs with POs						
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	1	2	1	1
CO2	3	3	2	1	1	1
CO3	3	3	3	1	1	1
CO4	2	2	2	1	1	1
CO5	3	2	2	3	1	2
	2.8	2.4	2	1.6	1	1.2

MBAI-M05 INSURANCE MARKETING FIRMS

COURSE OBJECTIVES: **No. of credits :4**

- To make familiarise the student about the insurance products.
- To make them to understand the life and general insurance products and policy matters related.
- To understand the health and motor insurance products and policies and its claim procedures.

SYLLABUS

UNIT-1 Introduction to Insurance - Customer Service - Grievance Redressel Mechanism- Regulatory aspects of Insurance Marketing Firm - Legal Principle of an Insurance Contract

UNIT-2 Life insurance - What Life Insurance Involves- Financial Planning- Life Insurance Products – Life Insurance Products – Applications of Life Insurance- Pricing and Valuation in Life Insurance - Documentation – Proposal Stage - Documentation

UNIT-3 General insurance- Principles of Insurance - Documentation - Theory & Practice of Premium - Rating Personal & Retail Insurance-Commercial Insurance - Claims Procedure Policy Condition - Documentation - Policy Condition - Underwriting - Payments Under a Life Insurance Policy

UNIT- 4 Introduction to Health Insurance - Insurance Documentation - Health Insurance Products-Health - Insurance Underwriting - Health Insurance Claims Documentation - Policy Condition - Underwriting - Payments Under a health Insurance Policy

UNIT- 5 Introduction to Motor Insurance –Different types of motors - Insurance Documentation – motor Insurance Products-motor Insurance Underwriting - motor Insurance Claims- Motor insurance tribunals – IDV - Documentation - Policy Condition - Underwriting - Payments Under a motor Insurance Policy

Test Book:

1. 1.IC 38 –Insurance marketing Firms, III Mumbai

Reference Books:

1.Ogden and Ogden: Integrated Retail Management (Indian adaptation), Wiley-DreamTech

2 Gilbert: Retail Marketing Management, Pearson Education

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain the fundamentals of insurance, legal principles, and regulatory framework.
CO2	Analyze life insurance products, financial planning, and documentation processes.
CO3	Evaluate general insurance practices including underwriting, rating, and claims settlement.
CO4	Assess health insurance products, underwriting, and claims management procedures.
CO5	Examine motor insurance policies, underwriting, and claims processes.

Mapping of COs with POs						
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	1	2	1	3
CO2	3	3	2	1	1	2
CO3	3	3	3	1	1	2
CO4	3	2	2	1	1	2
CO5	3	2	2	1	1	2
	3	2.4	2	1.2	1	2.2

MBAI-M06 INTERNATIONAL MARKETING

COURSE OBJECTIVES **No. of credits :4**

- To understanding about the developments in international trade
- To familiarize the students with , Multilateral and geographical groupings -
- To familiarize the students with export, joint ventures and direct investments

SYLLABUS

UNIT-1 An overview: The importance of world trade - Scope and challenges of international marketing - Recent trends and developments in international trade- protectionism, trade barriers, easing trade restrictions, role of the IMF and World Bank, WTO and TRIPS, TRIMS and liberalization of service industries.

UNIT-2 The international marketing environment: The international economic environment, trade environment, social and cultural environments - international political, legal and regulatory environments – Multilateral and geographical groupings - Cultural dynamics in assessing global markets.

UNIT-3 Assessing international market opportunities -Developing a global vision through marketing research - International marketing management - planning and organization - Market entry strategies - export, joint ventures and direct investments.

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UNIT-4 Developing Global Marketing Strategies I: Global marketing management - Planning and organization - Products and services for Consumers - Products and services for businesses - Pricing for international markets - International marketing channels.

UNIT-5 Developing Global Marketing Strategies II: Integrated Marketing Communications and International Advertising - Personal Selling and Sales Management.
Implementing Global Marketing Strategies: Inventive Negotiations with International Customers, Partners, and Regulators - Cultural Analysis Economic Analysis Market Audit and Competitive Market Analysis Preliminary Marketing Plan.

Text Books

1. Philip R Cateora., R Bruce Money., Mary C Gilly and John L Graham (2020),
2. International Marketing, (18/e), McGraw Hill (India).
3. Mark C. Green and Warren J. Keegan (2020), Global Marketing, (10/e), Pearson Education.
4. Svend Hollensen (2020), Global Marketing, (8/e), Pearson Education

Reference Books

1. Francis Cherunilam (2016), International Marketing: Text and Cases, (15/e), Himalaya Publishing House.
2. Masaaki Kotabe and Kristiaan Helsen (2017), Global Marketing Management, (7/e), John Wiley & Sons.
3. Gautam Datta (2016), Global Marketing, Pearson Education.
4. Rakesh Mohan Joshi (2014), International Marketing, (2/e), Oxford University Press.
5. Justin Paul and Ramneek Kapoor (2012), International Marketing: Text and Cases, (2/e), McGraw Hill (India).

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain the importance of international trade, global marketing concepts, and the role of international institutions in facilitating world trade.
CO2	Analyze the international marketing environment, including economic, cultural, political, and legal factors affecting global business decisions.
CO3	Evaluate international market opportunities using marketing research, market analysis, and appropriate market entry strategies.
CO4	Develop global marketing strategies related to product decisions, pricing, distribution channels, and market positioning in international markets.
CO5	Apply integrated marketing communication strategies, negotiation techniques, and strategic planning tools to manage international marketing operations effectively

Mapping of COs with POs						
COs / POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	-	-	-	2
CO2	3	3	1	2	-	2
CO3	2	3	3	2	1	-
CO4	2	3	3	2	1	-
CO5	2	2	3	1	-	-
	2.4	2.6	2.5	1.7	1	2

MBAI-M07 BUSINESS TO BUSINESS MARKETING

COURSE OBJECTIVES: **No. of credits :4**

- Understand the unique characteristics and dynamics of business-to-business (B2B) marketing as distinct from consumer marketing.
- Analyze the organizational buying process, buyer behavior, and inter-firm relationships in industrial markets.
- Evaluate opportunities in B2B markets and develop effective product, pricing, and channel strategies.

SYLLABUS

UNIT-1 Business Marketing versus Consumer Marketing, Customer Value Proposition, Trends, Ex objectives ring Business to Business Environment, Customers, Organization and Marketing. Organizational Buying and Decision Process, Buyer Behaviors and Motivation, Buying Center, Buying Phases and the Buy-grid framework, Buyer-Seller Relationship, Supplier Choice and Evaluation, Purchasing Function and Documentation

UNIT-2 Market Research, Segmenting, Targeting and Positioning, Developing Product, Service and Value of the offering, Industrial Product Life-cycle, New Product Development Process, Innovation and Competitiveness, Business to Business Branding

UNIT-3 Channel Design and Management, Channel Opportunities and Relationships, Channel Motivation and Conflicts - Elements of the Promotion Mix, Managing B2B Advertising – Budget, Message and Media Strategy, Internet Communication with the Market, Trade Shows Strategy.

UNIT- 4 Distribution: Distinctive Nature, Channel Design, Managing and Administering Channel - Members, Direct & Indirect Channels, Supply Chain and Logistics Management -Pricing and Negotiation: Pricing Basics and Objectives, Price Models and Skills, Pricing -tactics, Negotiated Pricing

UNIT-5 Managing the Personal Selling Function: Personal Selling, Industrial Sales Force Management, Sales Force Selection, Training, Control and Evaluation-Customer Retention and Ethics: Delivering Value and avoiding commoditization, Strategies for Customer Retention, Managing the Product Offering, Key Account Management, Corporate Requirement Analysis, Customer Relationship Management

Text Book(s)

1. Michael D. Hutt, Dheeraj Sharma, Thomas W. Speh, (2014), B2B Marketing-A South Asian Perspective, 11thedition, Cengage Learning
2. Krishna K. Havaldar, (2010), Business Marketing- Text and Cases,McGraw Hill

Reference Book(s)

1. Robert Vitale, Joseph Giglier, Waldemar, Pfoertsch, (2011), Business to Business Marketing – Analysis and Practice, Person Education 339
2. James C Anderson, James A. Narus, Das Narayandas,(2009), Business Market
3. Management – Understanding, Creating, and Delivering Value, 3rdedition, Person Education.

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain the concepts, environment, and characteristics of B2B marketing.
CO2	Analyze organizational buying behaviour, decision processes, and buyer-seller relationships.
CO3	Apply market research, segmentation, targeting, and product development strategies in B2B markets.
CO4	Evaluate channel design, promotion strategies, and communication tools in industrial marketing.
CO5	Assess pricing strategies, negotiation techniques, and supply chain management.

Mapping of COs with POs						
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	1	2	1	1
CO2	3	3	2	1	1	1
CO3	3	3	3	1	1	1
CO4	3	3	2	2	1	1
CO5	3	3	3	1	1	1
	3	2.8	2.2	1.4	1	1

MBAI-M08 SOCIAL MEDIA MARKETING

COURSE OBJECTIVES: **No. of credits :4**

- To understand the foundations of social media and its role in marketing
- To conceptualize social media marketing strategy formulation
- To understand the typology of social media platforms and their utility for marketers

SYLLABUS

UNIT-1 Foundations of social media marketing social media and its role within Marketing - The Social media environment – Social consumers – Social applications – Social business ecosystem – Network structure and group influences in social media

UNIT-2 Social media marketing strategy and planning -Rules of engagement for social media marketing Target audience – Influencers – Message/Content Developing a Social media marketing plan

UNIT-3 Social media platforms: typology, scope and utility -Scope and marketing utility of blogging, micro-blogging, social networks, social bookmarking, collaboration, video sharing, podcasts, picture sharing, live streaming, webinars

UNIT-4 Social media data management and measurement - Social media analytics, social media metrics – Introduction to analytics tools for popular social media (Facebook, Twitter, LinkedIn, YouTube, Instagram) - Social media monitoring and Online reputation management

UNIT-5 Using popular social media platforms - Marketing through Facebook– Community building and engagement Marketing through LinkedIn – B2B lead generation and personal branding Marketing through Twitter – Driving traffic and conversations - Marketing through YouTube – Viral marketing Marketing through Instagram – Visual story telling - Planning and creating multi-channel social media strategy.

Text Book(s)

1. Social Media Marketing: A Strategic Approach (2e). Barker, Barker, Bormann, Zahay and Roberts, 2017, Cengage Learning (https://www.cengage.com/c/social- media-marketing-a-strategic-approach-2e-barker#overview)

2. Social Media Marketing (3e), Tuten and Solomon, 2018, Sage (https://in.sagepub.com/en-in/sas/social-media-marketing/book257852)

Reference Book(s)

1. Social Media Marketing for Dummies (3e). Singh and Diamond, 2014, Wiley (https://www.wiley.com/en- us/Social+Media+Marketing+For+Dummies%2C+3rd+Edition-p-9781118985533)
2. Social Media Marketing: Next generation of business engagement, Evans and McKee, 2010, Wiley (https://www.pauladaunt.com/books/Social%20Media%20Marketing.pdf)

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain the concepts, environment, and role of social media in marketing.
CO2	Develop social media marketing strategies and plans for target audiences.
CO3	Analyze different social media platforms and their applications in marketing.
CO4	Apply social media analytics tools and metrics for performance evaluation.
CO5	Evaluate social media campaigns and manage online reputation effectively.

Mapping of COs with POs						
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	1	2	1	1
CO2	3	3	2	2	1	1
CO3	3	3	2	2	1	1
CO4	3	3	3	1	1	1
CO5	3	2	2	2	1	2
	3	2.6	2	1.8	1	1.2

MBAI-M09 SALES & DISTRIBUTION MANAGEMENT

COURSE OBJECTIVES: **No. of credits :4**

- To understand and apply concepts and techniques in Personal Selling and Sales Management.
- To understand and apply the dynamics of channel management
- To explore the role of out-bound logistics in effective distribution management.

SYLLABUS

UNIT-1 Personal selling: Types of selling – Alternative Sales Structures: Network Marketing – Mail order selling – Elements of direct marketing – Teleshopping – Telemarketing – Systems selling. The selling process – Strategies and Styles – formulating sales objectives – Sales forecasting – Estimating market and Sales Potentials.

UNIT-2 The sales force: Size of the sales force, sales organization based on customer, geography, product and combinations and current trends – sales training programs and motivating the sales force – sales force compensation, sales incentives and sales force evaluation – controlling the sales effort – sales quotas, sales territories, sales audit.

UNIT-3 Physical distribution: participants in the physical distribution function, the environment of physical distribution – Channel Design strategies and structures, selecting channel members, setting distribution objectives and tasks – Target markets and channel design strategies.

UNIT-4 Managing the marketing channel: Product, Pricing and Promotion issues in channel Management and Physical Distribution – Motivating channel members – Evaluating channel member performance – Vertical marketing systems – Retail cooperatives, Franchise systems and corporate marketing systems.

UNIT-5 E-enabled selling and distribution: e-Commerce and e-retailing as a channel of distribution, Electronic intermediaries, Disintermediation and Re-intermediation, e-enabled logistics management and tracking systems

Text Book(s)

1. Charles Futrell: SALES MANAGEMENT, Pearson Education Books
2. Eugene M. Johnson, David L. Kurtz & Eberhard E. Scheuing: SALES MANAGEMENT; Mcgraw Hill.

Reference Book(s)

1. Bert Rosenbloom: MARKETING CHANNELS: A MANAGEMENT VIEW, Dryden Press.
2. Coughlan, Anderson, Stern & El Ansary: MARKETING CHANNELS, PrenticeHall India.
3. Satish K. Kapoor& Purva Kansal: BASICS DISTRIBUTION MANAGEMENT – A LOGISTICAL APPROACH, Prentice-Hall India, 2003.
4. Richard R. Still, Edward W. Cundiff & Norman A.P. Govani: SALES MANAGEMENT, Prentice-Hall India.

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain the concepts, types, and processes of personal selling and sales management.
CO2	Analyze sales force structure, training, motivation, and performance evaluation.
CO3	Apply sales forecasting techniques and assess market and sales potential.
CO4	Evaluate channel design, physical distribution, and channel management strategies.
CO5	Assess channel member performance, marketing systems, and distribution effectiveness.

Mapping of COs with POs						
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	1	3	1	1
CO2	3	3	2	2	2	1
CO3	3	3	3	1	1	1
CO4	3	3	2	2	1	1
CO5	3	2	2	2	1	1
	3	2.6	2	2	1.2	1

MBAI-M10 SERVICES MARKETING

No. of credits :4

COURSE OBJECTIVES

- To understanding about the developments in insurance services marketing
- To familiarize the students with distribution methods.
- To familiarize the students with insurance service quality Gap

SYLLABUS

UNIT-1 Insurance Marketing Services - Introduction - Growth of the insurance Service Sector- The Concept of insurance Service - Characteristics of Services- Classification of Services - Designing the Service - Blueprinting, Using Technology, Developing Human Resources, Building Service Aspirations.

UNIT-2 Insurance services marketing mix Product Decisions, insurance Pricing Strategies and Tactics, insurance Promotion of Services and Placing or Distribution Methods for Services - Additional Dimensions in Services Marketing - People, Physical Evidence and Process.

UNIT-3 Insurance strategic marketing for services – Insurance Demand and Supply through Capacity Planning and Segmentation - Internal insurance Marketing of a Service - External versus Internal Orientation of Service Strategy.

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UNIT-4 Insurance Quality Services – insurance Causes of Service-Quality Gaps: The Customer Expectations versus Perceived Service Gap, Factors and Techniques to Resolve this Gap - Gaps in Service – insurance Quality Standards, Factors and Solutions - The insurance Service Performance Gap - Key Factors and Strategies for Closing the Gap - External Communication to the Customer: The Promise versus Delivery Gap - Developing Appropriate and Effective Communication about Service Quality.

UNIT-5 Marketing Of Services With Special Reference To insurance - Insurance Financial Services , Health insurance Services , Insurance Travel and Tourism. Public Utility Services
Educational Services

Text Books

1. Valerie Zeithaml & Mary Jo Bitner: Services Marketing, McGraw Hill.

Reference Books

1. Christopher H. Lovelock: Services Marketing: People, Technology, Strategy, Pearson Education Asia.
2. Zeithaml, Parasuraman & Berry: Delivering Quality Service; The Free Press, Macmillan.
3. Audrey Gilmore: Services marketing and Management, Response Books, Sage Publications.
2. Ron Zemke & Dick Schaaf: The Service Edge.
3. Raghu & Vasanthi Venugopal: Services Marketing Nb: Latest editions of books mentioned above are recommended

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain the nature, characteristics, and design of services with special reference to insurance services.
CO2	Analyze the services marketing mix (7Ps) and apply appropriate marketing strategies in the insurance sector.
CO3	Evaluate strategic marketing approaches, segmentation, and capacity planning in insurance services.
CO4	Examine service quality gaps and customer expectations and propose strategies for improving service performance in insurance organizations.
CO5	Assess the marketing practices in insurance and related service sectors such as financial services, health insurance, tourism, and educational services.

Mapping of COs with POs						
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	1	–	–	–
CO2	3	3	2	–	–	1
CO3	2	3	3	–	–	1
CO4	2	3	3	2	–	2
CO5	2	2	3	–	–	2
	2.4	2.6	2.4	2	-	1.5

SEMESTER III

HR ELECTIVES

HR ELECTIVES				
Code	**HUMAN RESOURCE MANAGEMENT**	**Credits**	**H/S***	**Marks**
III Semester				
MBAI-H01	Talent Acquisition & Recruitment	4	S	100
MBAI-H02	Employee Relations and Labour Laws	4	S	100
MBAI-H03	Employee Engagement and Retention	4	S	100
MBAI-H04	HR Analytics	4	S	100
IV Semester				
MBAI-H05	Global HR Management	4	S	100
MBAI-H06	Compensation and Benefits	4	S	100
MBAI-H07	Performance Management	4	S	100
MBAI-H08	Employee Wellness and Mental Health	4	S	100

MBAI-H01 TALENT ACQUISITION & RECRUITMENT

COURSE OBJECTIVES: **No. of credits :4**

- The course provides an understanding of planning
- To acquire organization's talent needs from a strategic perspective.
- The course is aimed to offer a deeper orientation of the staffing function of human resources that would enable the learner to perform the talent acquisition function confidently.

SYLLABUS

UNIT-1 Defining Strategic Staffing, Components, Goals, integrating functional areas of HRM- Business and Staffing strategies: Resource Based View, Firm's Business Strategy, Firm's Talent Philosophy – Deriving the firms staffing strategy, The Firm's Strategic Staffing Decisions –Legal Context: Types of Employment Relationships. Video case discussion, Web exercises, Group Discussions, Self-Awareness Exercises & Group Activities

UNIT-2 Job Analysis: Methods, Planning Job Analysis - Conducting Job Analysis, Developing Job Descriptions and Person Specifications – Workforce Planning Process, Forecasting the Firm's Talent Demand and Supply- Qualitative and Quantitative Forecasting Methods & Techniques - Resolving the gaps between Firm's Talent supply and demand, staffing planning Video case discussion, Web exercises, Field based activities-visiting organization for studying Job Analysis

UNIT-3 Talent Acquisition: Effective recruiters, Training and Developing Recruiters- Recruitment Metrics, Developing Applicant Attraction Strategies – Measurement, Describing and Interpreting
Data, Using Data Strategically – Characteristics of using successful measures, Creating and validating assessment systems – External Assessment Methods – Internal Assessment Methods. Video case discussion, Web exercises, Self-Awareness Exercises – Studying methods of Talent Acquisitions in Pandemic Period

UNIT-4 Latest trends in Recruitment: e-recruitment, social media recruitment, Recruitment management, mobile/video recruitment, Innovative recruitment practices – Selection tools and Techniques, Predictors of Job Performance- Testing: Types of Tests, The Selection Interview: Process, Conduct, Types, Pitfalls - Choosing Candidates, Job Offer Strategie. Video case discussion, Web exercises, Self-Awareness Exercises & Group Activities-Students Presentations – latest trends in recruitments in Pandemic Period

UNIT-5 The Employment Contract, presenting a job offer, Negotiating, Closing the Deal – Orienting (Induction) and Socializing New Employees – Managing the Flow of Workforce – Involuntary Employee Separations – Staffing Outcomes, Evaluating Staffing Systems – Technology and Staffing Evaluation. Video case discussion, Web exercises, Self-Awareness Exercises -Group Discussions

Text Book(s)

1. Jean M. Phillips, Stanley M. Gully, Strategic Staffing, Pearson
2. Talent Management Handbook. (2017). Association for Talent Development (ATD) By Lance A. Berger, Dorothy R. Berger. Virginia, USA.
3. Belcourt.M., Mc Bey K.J., Strategic Human Resource Planning, Cengage Learning

Reference Book(s)

1. D K Bhattacharya, Human Resource Planning, Excel Books.
2. Armstrong, Taylor: Armstrong's Handbook of Human Resource Management Practice, 13/e, Kogan Page, 2014.

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain strategic staffing concepts, business alignment, and legal aspects of employment
CO2	Analyze job analysis, workforce planning, and talent forecasting methods.
CO3	Apply recruitment strategies, metrics, and assessment techniques in talent acquisition.
CO4	Evaluate modern recruitment trends, selection tools, and interview techniques.
CO5	Assess employee onboarding, socialization, and workforce management practices.

Mapping of COs with POs						
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	1	2	1	3
CO2	3	3	2	1	1	2
CO3	3	3	3	1	1	2
CO4	3	2	2	2	1	2
CO5	3	2	2	2	2	2
	3	2.4	2	1.6	1.2	2.2

MBAI-H02 EMPLOYEE RELATIONS AND LABOR LAWS

No. of credits :4

COURSE OBJECTIVES

- To understanding about the Classification of Labour & Shops and Establishment Act
- To familiarize the students with statutory and Non statutory machinery-
- To familiarize the students with Wages-Minimum Wages Act

SYLLABUS

UNIT-1 Introduction—Origin, Objectives, and Classification of Labour- Impact of Labour - Laws and Industrial Relations on HR Management, laws in India, and international - Labour organization: Laws Related to working conditions -Indian Factories Act-1948-Shops and Establishment Act-Child Labour Act-1986

Unit-2 Industrial Relation Laws—Trade Unions Act-1928—definition—types—Indian trade-Unions—problems—Industrial Disputes Act of 1947—causes and consequences—collective -Bargaining—statutory and non-statutory machinery, management of strike and Lockouts Negotiations for win-win dispute resolution—Gig workers' protection in India

Unit-3 Laws on Wages—Minimum Wages Act—1948—Payment of Wages Act—1938—Payment of Bonus Act-1965- Recent amendment on wages labor codes—Code on Wages (2019), Industrial Relations Code (2020), Social Security Code (2020), and Occupational Safety, Health and Working Conditions Code (2020)-Employees Provident Fund And Misc. Provisions Act, 1952

Unit-4 Laws on Labour Welfare—Workmen's Compensation Act-1923-Payment of Gratuity -Act-1972-Employee State Insurance Act-1948-The Maternity Benefit Act, 1961 - Employees Provident Fund And Misc. Provisions Act, 1952 - Payment of Bonus Act, - 1965—Laws related to child labour -The Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959 -Law related to contract labour

UNIT-5 Labour and Industrial Relations in Japan, Britain, and the USA—ILO—Objectives—Conventions –recommendations –VRS schemes in the public sector—management of sexual harassment- contract labour-national commission on Labour- technology changes in Industrial relations

Text Books

1. Mamoria C.B – Dynamics of industrial relations, Himalaya publishing house
2. P.R.R Sinha Indu Bala sinha , Seema priyadarshini shekar – Industrial relations, Trade
3. unions and labour legislations , Pearson education
4. N.D kapoor ,Mercantile laws , S Chand publication , New Delhi

Reference Books

1. R.C Sexana –labour problems and social welfare ,Knath & co
2. Arun Monappa –Industrial relations –Tata McGraw Hill publishing House , New Delhi
3. Monal Arora –Industrial relations –Excel book , New Delhi
5. Yodar Dale –personal management and Industrial relations, prentice hall India
6. Sharma .A.M- Industrial relations, Himalaya publishing house
7. P.L. Malik - Industrial Law - Estron Book Comp-Luknow
8. Pathak - Legal Aspects of Business- Tata McGraw Hill,

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain the fundamental concepts, strategies, and success factors of Customer Relationship Management and its role in acquiring and maintaining customer relationships.
CO2	Analyze CRM practices in marketing and customer service, including customer retention strategies, cross-selling, up-selling, and customer satisfaction measurement.
CO3	Apply CRM technologies such as Sales Force Automation, ERP, SCM, SRM, and PRM in managing customer and business relationships.
CO4	Evaluate customer data using analytical CRM techniques such as data mining, market basket analysis, and customer value modelling for decision making.
CO5	Design and implement CRM strategies by selecting appropriate CRM tools, preparing business plans, and managing organizational change in CRM implementation.

Mapping of COs with POs						
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	1	-	1	-
CO2	2	3	2	1	1	-
CO3	2	2	3	2	3	-
CO4	2	3	2	3	2	-
CO5	2	2	3	2	2	-
	2.2	2.4	2.2	2	1.8	-

MBAI-H03 EMPLOYEE ENGAGEMENT AND RETENTION

COURSE OBJECTIVES: **No. of credits :4**

- Explain fundamental concepts of employee engagement, retention, and turnover.
- Evaluate the role of motivation theories in shaping engagement and retention strategies.
- Design and implement evidence-based initiatives aligned with organizational goals.

SYLLABUS

UNIT-1 Conceptual foundations -Concept and Importance of Engagement & Retention, Motivation Theories (Maslow, Herzberg, Equity, Expectancy, Self-Determination), Evolution of Retention Strategies: Traditional vs. Contemporary Models, Retention Across the Employee Lifecycle (Entry, Growth, Maturity, Exit), Global Trends and Statistics on Retention and Engagement

UNIT -2 Employee engagement strategies -Drivers of Employee Engagement, Engagement Surveys: Job Design, and Work–Life Balance, Recognition and Rewards as Engagement Tools, Career Development, Learning, and Internal Mobility, Mentorship and Coaching Programs, Technology, AI, and HR Analytics in Engagement, Employee Value Proposition (EVP), Case Studies: Best Practices from Industry

UNIT 3: Leadership & mentoring in retention - Leadership Styles and their Retention Outcomes, Role of Emotional Intelligence in Engagement, Servant and Transformational Leadership for Retention, Gen Z, Building High-Performance & Inclusive Teams, Communication, Trust, and Cohesion, Succession Planning and Developing Future Leaders, Global Leadership Challenges in Retention

UNIT 4: Customized retention strategies -Diagnosing Retention Challenges (Turnover, Disengagement, Satisfaction), Retention in Different Career Stages and Functions, Linking Performance Management with Retention, Rewards, Recognition, and Compensation Structures, Hybrid and Remote Work Models, Diversity, Equity, and Inclusion (DEI) as Retention Drivers, Case Studies: Retention Programs Across Industries, Overcoming Retention Challenges in Dynamic Workforces

UNIT 5: Measurement & sustainability- Retention Metrics: Turnover, Retention Dashboards and Predictive Analytics, Linking Satisfaction, Engagement, and Retention Outcomes, Continuous Feedback and Improvement Mechanisms, Aligning Retention with Organizational Strategy and SDGs, Sustaining a Culture of Engagement and Commitment, Future Trends: AI-Driven and Data-Backed Retention Approaches

Text books:

1. Kotter, J. P. (1996). *Leading Change*. Boston, MA: Harvard Business School Press. ISBN: 0875847471
2. Mathis, R. L., Jackson J. H. and Valentine, S. (2014). Human Resource Management. 14th Edition. South-Western Cengage Learning Mason, OH. ISBN: ISBN-10: 1133953107 | ISBN-13**:** 9781133953104

Reference books:

3. Moore, C. W. (1986). *The Mediation Process: Practical Strategies for Resolving Conflict.* San Francisco, CA: Jossey-Bass Publishers.
4. Ury, W. (2000). *The Third Side: Why We Fight and How We Can Stop*. New York, NY: Penguin Books.
5. Bridges**,** W. (1991). *Managing Transitions: Making the Most of Change.* London: Nicholas Brealey Publishing.

6. Nelson, B. and Lundin, S. (2010). Ubuntu: An Inspiring Story About an African Tradition of Teamwork and Collaboration. Crown Publishing Group, NY. ISBN-13: 9780307587886

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain concepts of employee engagement, retention, and motivation theories.
CO2	Analyze employee lifecycle, engagement drivers, and organizational practices.
CO3	Apply engagement strategies, leadership approaches, and mentoring techniques.
CO4	Evaluate customized retention strategies across diverse work environments.
CO5	Assess retention metrics, analytics, and sustainable engagement practices.

Mapping of COs with POs						
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	1	2	1	3
CO2	3	3	2	1	1	2
CO3	3	3	3	1	1	2
CO4	3	2	2	2	1	2
CO5	3	2	2	2	2	2
	3	**2.4**	**2**	**1.6**	**1.2**	**2.2**

MBAI- H04 HR ANALYTICS

COURSE OBJECTIVES: **No. of credits :4**

- To understand and improve the value of the Human resource
- To familiarize the use and application of workforce analytics.
- To maximize return on human capital.

SYLLABUS

UNIT-1 Human Capital Maturity Framework- leadership practices; engagement practices; access to knowledge practices. People research & analytics practices; HR intelligence cycle; Organizational Intelligence Model (OIM); HR intelligence implementation, HR Scorecard; Workforce Scorecard; constructing HR scorecard.

UNIT-2 Recruiting tools and practices an overview, measure the quality of hire, measuring the quality of applicants. Measuring the costs of hiring. Recruitment Analytics and On Boarding Analytics Staffing Analytics Performance & Skill Gap Analytics Attrition metrics – techniques used to calculate attrition, manpower planning metrics – push and pull model.

UNIT-3 Recruiting tools and practices an overview, measure the quality of hire, measuring the quality of applicants. Measuring the costs of hiring. Recruitment Analytics and On Boarding Analytics Staffing Analytics Performance & Skill Gap Analytics Attrition metrics – techniques used to calculate attrition, manpower planning metrics – push and pull model

UNIT-4 Training ROI, Training evaluation models, tracking the value of career management, measurement, performance metrics, EFQM, and Baldridge criteria, The Intuitive, non-analytic framework for Performance Management; The Targeted Analytics to improve Talent Decisions

UNIT-5 Calculating various wage/salary related measures. Variable pay systems, types of executive compensation, quantitative application in compensation – percentiles, cost benefit analysis, and comp ratios. Mistakes in compensation designing. Employee benefits, Calculation of incentives, measuring the impact of weak incentives. Monitoring planned and unexpected absence, the cost impact of unplanned absences and staffing.

Text Book(s)

1. Fitz-enz, J. (2001). How to Measure Human Resource Management, McGraw-Hill; 3 editions
2. Fitz-enz, J. (2009). The ROI of Human Capital: Measuring the Economic Value of Employee Performance, AMACOM; Second Edition
3. Fitz-enz. J & John R. Mattox, II (2014), Predictive Analytics for Human Resources, John Wiley & Sons, Inc., Hoboken, New Jersey

Reference Book(s)

1. Lawler, E. E. & Mohrman, S. A. (2003). Creating a Strategic Human Resources Organization: An Assessment of Trends and New Directions. Stanford: Stanford University Press (a).
2. Fitz-enz, J. (2010). The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, AMACOM
3. Boudreau, J.W. (2010). Retooling HR: Using Proven Business Tools to Make Better Decisions about Talent, Harvard Business Press
4. Martin R. Edwards & Kirsten Edwards, (2016). Predictive HR Analytics: Mastering the HR Metric, First Edition, Kogan Page. ISBN-10: 0749473916, ISBN-13: 978-0749473914

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain HR analytics concepts, human capital maturity models, and HR intelligence frameworks.
CO2	Analyze recruitment analytics, hiring quality, and workforce planning metrics.
CO3	Apply staffing, performance, and attrition analytics techniques in HR decision-making.
CO4	Evaluate training effectiveness, ROI, and performance management frameworks.
CO5	Assess compensation analytics, benefits, and cost implications of workforce management.

Mapping of COs with POs						
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	1	2	1	3
CO2	3	3	2	1	1	2
CO3	3	3	3	1	1	2
CO4	3	2	2	2	1	2
CO5	3	2	2	2	2	2
	3	**2.4**	**2**	**1.6**	**1.2**	**2.2**

4th Semester Electives

MBAI-H05 GLOBAL HUMAN RESOURCE MANAGEMENT

COURSE OBJECTIVES: **No. of credits :4**

1. To understand the concepts, scope, and strategic importance of Global HRM in multinational enterprises.
2. To analyze global staffing, expatriate management, and cross-cultural training practices.
3. To explore international labor relations, ethical issues, and emerging trends shaping the future of Global

SYLLABUS

Unit-1 Introduction to Global HRM - Defining Global HRM - International HRM (IHRM) / Global HRM Differences between domestic HRM and Global HRM. Strategic importance of Global HRM in MNEs - Challenges and Opportunities in Global HRM, Cultural Context in Global HRM**-** Hofstede's cultural dimensions, Trompenaars' cultural dimensions, Impact of culture on HR policies and practices.

Unit - 2 Global Staffing and Expatriate Management **-** International Workforce Planning**:** Forecasting global HR needs, Global Recruitment and Selection**:** Sources of international candidates, Challenges in international recruitment, international selection methods Roles of expatriates, Challenges faced by expatriates and their families, Repatriation-Importance of repatriation planning, Strategies for successful repatriation and retention of global talent.

Unit -3 Global Training, Development, and Performance Management - Cross-Cultural Training and Development, Global Leadership Development: Global Performance Management**:** Challenges in evaluating performance across cultures, Managing Global Teams**:** Challenges of virtual and multicultural teams, Strategies for effective global team collaboration.

Unit-4 Global Compensation and Benefits -Principles of International Compensation - Objectives of global compensation, Factors influencing international pay.**:** Types of international benefits, Designing global incentive plans, Retirement and social security considerations across borders. Global Reward Management: Linking compensation to global strategy, Challenges of equity and fairness in global pay.

Unit -5 International Industrial Relations and Emerging Trends in Global HRM- International Industrial Relations (IIR) - Ethical and Social Responsibility Issues in Global HRM, Technology and Global HRM: Role of HRIS and HR analytics in global settings, Digital transformation in global HR, AI and automation in global HR processes. Future of Global HRM: Impact of geopolitical shifts on Global HRM.

Text book:

1. Dowling, P. J., Festing, M., & Engle, A. D. (2020). *International Human Resource Management: Managing People in a Multinational Context*. Cengage Learning.

Reference books:

1. Schuler, R. S., & Jackson, S. E. (2019). *Global Human Resource Management*. Routledge.
2. Briscoe, D. R., Schuler, R. S., & Claus, L. M. (2020). *International Human Resource Management: Policies and Practices for Global Companies*. Routledge.

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain concepts of Global HRM, cultural dimensions, and international HR frameworks.
CO2	Analyze global staffing, expatriate management, and international workforce planning.
CO3	Apply global training, development, and performance management practices.
CO4	Evaluate global compensation, benefits, and reward management systems.
CO5	Assess international industrial relations and emerging trends in Global HRM.

Mapping of COs with POs						
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	1	2	1	3
CO2	3	3	2	1	1	2
CO3	3	3	3	1	1	2
CO4	3	2	2	2	1	2
CO5	3	2	2	2	2	2
	3	2.4	2	1.6	1.2	2.2

MBAI-H06 COMPENSATION MANAGEMENT

COURSE OBJECTIVES: **No. of credits :4**

- To understand the basic concepts, functions, and importance of Compensation Management.
- To learn key practices such as job evaluation, performance appraisal, and compensation system design.
- To gain awareness of modern compensation trends and challenges in organizations.

SYLLABUS

UNIT-1 Foundations of compensation management - Introduction to Compensation Management. - Importance of Compensation in the Indian and global context. Strategic Compensation Management (SCM): importance of SCM, Demand and supply of labour, theories of wages. Behavioural Dimensions**:** Equity theory, Expectancy theory, Agency theory, Justice theory.

UNIT -2 Designing compensation systems - Compensation System Framework, Job Analysis, Job Design, and Job Description: Job design approaches in relation to pay. External Competitiveness: Compensation surveys, pay policy decisions, Setting pay ranges. The 3-P Compensation Concept: Pay for Position, Pay for Person, Pay for Performance.

UNIT- 3 Performance-based pay and wage & salary administration - Performance Management and Skill-based pay, Competency-based pay, Individual and team performance. Individual Incentive Plans, Group and Organizational Incentive Plans, Wage and Salary Administration, Methods of Wage Payment. Wage Incentive Systems: Types of incentive schemes. Wage Policy in India.

UNIT- 4 Employee benefits and special compensation groups -Fringe Benefits Types of fringe benefits. Retirement Planning, Executive Compensation: Components, governance, and ethical considerations. Sales International/Expatriate Compensation: Challenges and strategies for global compensation management.

UNIT-5 Contemporary issues and global trends in compensation - HR Governance and Employee Rights: Scope of HR governance, Applications of HRIS in compensation decision-making, Mergers, Acquisitions, and Talent Management. Tax Implications of Compensation. Global Compensation Challenges, Future Trends and Challenges in Compensation Management.

Text books:

1. Milkovich G. T, Newman J. M. & Venkata Ratnam C. S., "Compensation Management", Tata McGraw Hill.
2. Deb Tapomoy, "Compensation Management", Excel Books.
3. Bhattacharya, Dipak Kumar, "Compensation Management", Oxford University Press.
4. Gerhart B. & Rynes S. L., "Compensation, Theory, Evidence and Strategic Implications", Sage Publishers.

Reference books:

1. Henderson, R. I., "Compensation Management in a Knowledge Based World", Prentice Hall.
2. Martocchio, Joseph J., "Strategic Compensation: A Human Resource Management Approach", Pearson Education.
3. Sarma A.M., "Understanding Wages and Compensation Management", Himalaya Publishing House.
4. Singh, B. D., "Compensation Management, Text and Cases", Excel Books.
5. Gomez-Mejia, L.R., & Welner, S.L., "Global Compensation: Foundations and Perspectives", Routledge.

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain concepts, theories, and strategic importance of compensation management.
CO2	Analyze compensation system design, job evaluation, and pay structures.
CO3	Apply performance-based pay systems and wage administration techniques.
CO4	Evaluate employee benefits, executive compensation, and special compensation groups.
CO5	Assess contemporary issues, global trends, and governance in compensation management.

Mapping of COs with POs						
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	1	2	1	3
CO2	3	3	2	1	1	2
CO3	3	3	3	1	1	2
CO4	3	2	2	2	1	2
CO5	3	2	2	2	2	2
	3	2.4	2	1.6	1.2	2.2

MBAI-H07 PERFORMANCE MANAGEMENT

COURSE OBJECTIVES: **No. of credits :4**

- To understand the conceptual framework and strategic role of Performance Management (PM) in modern organizations.
- To learn key practices such as performance planning, analysis, review, and the design of evaluation systems.
- To gain awareness of advanced tools, technological applications, and the connection between PM, corporate risk, and organizational failure.

SYLLABUS

UNIT-1 Foundations and concepts of performance management - Introduction to Performance Management (PM): Meaning and importance, Dimensions of PM, Performance metrics and measurement tools, Strategic Perspective: Strategic assessment and business environment analysis, Performance Appraisals: Role of appraisals in PM, Methods of performance appraisal, Relationship between PM and HRM

UNIT-2 Performance planning and core evaluation -Performance Planning: Meaning & Components, Key Performance Areas (KPAs) and their role in planning. Performance Analysis: Objectives & Steps in the performance analysis process, Organizational & Individual Performance: Organizational performance vs. individual performance.

UNIT-3 Advanced tools and management techniques - Strategic Evaluation Tools: Benchmarking, Business Process Re-engineering (BPR), Porter's Value Chain Management Evaluation and Performance, Analysis of Strategic Decisions Balanced Score Card, Methods for Improvement of Productivity & Profitability. Decision Analysis: Strategic Reasoning and Decision Analysis.

UNIT -4 Performance review and technological integration - Significance & process of Performance Review in Performance Management. Performance Ratings and Biases: Performance Ratings, Methods and Errors, Reducing Rater Biases. Development and Feedback Scorecards and Dashboard, Business Intelligence System OLAP - Online Analytical Processing Tools.

UNIT- 5 System implementation and organizational failure - Implementing Performance Management System: Operationalizing change through the PM Process, Factors affecting Implementation, Pitfalls of Implementation. Practices and Cases, Enterprise Risk Management (ERM): Risk Management, Corporate Risk Management. The Prevalence of Corporate Failure. Performance Improvement Strategies.

Text books:

1. Herman Aguinis, "Performance Management", Pearson Education, 2^{nd} edition, 2009[58].
2. Rao, T.V., "Performance Management and Appraisal Systems – HR Tools for Global Competitiveness" Response Books, New Delhi, 2007[59].

Reference books:

1. Chadha Prem, "Performance Management – It's about Performing – Not just Appraising", Macmillan India Limited, New Delhi, 2003[60].
2. Johnson, C. Merle, Redmon, K, William, Mawhinney, ed., "Handbook of Organizational Performance – Behaviour Analysis and Management", Jaico Publishing House, New Delhi, 2002[61].
3. Kohli A S and Deb T, "Performance Management", Oxford University Press, 2008[62]

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain concepts, dimensions, and strategic importance of performance management.
CO2	Analyze performance planning, KPAs, and performance evaluation processes.
CO3	Apply advanced tools like benchmarking, BPR, and balanced scorecard for performance improvement.
CO4	Evaluate performance review systems, rating methods, and technological tools in performance management.
CO5	Assess implementation challenges, risk management, and performance improvement strategies.

Mapping of COs with POs						
COs \ POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	1	2	1	3
CO2	3	3	2	1	1	2
CO3	3	3	3	1	1	2
CO4	3	2	2	2	1	2
CO5	3	2	2	2	2	2
	3	**2.4**	**2**	**1.6**	**1.2**	**2.2**

MBAI-H08 EMPLOYEE WELLNESS AND MENTAL HEALTH

COURSE OBJECTIVES: **No. of credits :4**

- To understanding of the Employees Wellness at the work place
- To familiarize the students about the wellbeing and protection from Harm and connecting with communities
- To Make understand the students about the Impact of the stress and managing the stress

SYLLABUS

UNIT -1 Introduction—Employee wellness and mental health factors affecting measuring-strategies for promoting theories of well-being, Job Demands-Resources Model-Maslow's Hierarchy—definition and identifying stress—physiological stress - individual Stress—organizational stress—social stressors

UNIT-2 Essentials for Workplace Mental Health & Well-Being- Protection from Harm- Connection & Community- Work-Life Harmony- Mattering at Work- Opportunity -for Growth—behavioral and psychological theories—conceptual model—health -Realization Health Model measuring stress.

UNIT 3 Stress and its impact—Models of stress—Coping strategies—Techniques for building - Resilience—the role of leadership—managing stress—promoting psychological -Safety-Stress Inoculation Method – Jacobson progressive muscle relaxation – systematic desensitization

UNIT-4 Challenges of hybrid and remote work environments—Digital well-being- Management of virtual team stress—sustainable wellbeing practices—long-term -Strategies—interpersonal interventions—spirituality—meditation—relaxation -Techniques—coping strategies for decreasing stress—behavioral therapy—massage- Therapy—yoga and importance

UNIT-5 Occupational Health and Safety Regulations- Employee Assistance Programs— Counselling—Work-Life Balance—Global Framework—Role of Workplace -Environment—model of different components of work-related stress—NIOSH -approach to occupational stress—stress from colleagues and family stress

Text books:

1. Cooper, C. L. (Ed.). (2009). *Work and wellbeing*. Wiley-Blackwell.
2. Hasson, G., & Butler, D. (2020). *Mental health and wellbeing in the workplace: A practical guide for employers and employees*. Capstone.
3. Hesketh, I., & Cooper, C. L. (2019). *The wellbeing at work handbook: Ideas and tools for supporting employee wellbeing and managing stress*. Kogan Page.

Reference books:

1. Dewe, P. J., & Cooper, C. L. (2017). *Work and stress: A research overview*. Routledge.
2. Burke, R. J., & Cooper, C. L. (Eds.). (2009). *Promoting employee wellbeing*. Palgrave Macmillan.
3. McKenzie, S. (2015). *Mindfulness at work: How to avoid stress, achieve more and enjoy life!* Exisle Publishing.

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain the concept of employee relations, workplace wellness, and the various factors influencing employee well-being.
CO2	Analyze the psychological and behavioural theories related to workplace mental health and stress management.
CO3	Evaluate different models of stress, coping strategies, and resilience-building techniques for employees.
CO4	Assess the challenges associated with hybrid and remote work environments and propose strategies for digital well-being and sustainable workplace practices.
CO5	Examine occupational health and safety regulations, employee assistance programs, and Organizational approaches to managing work-related stress

Mapping of COs with POs						
CO / PO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	-	-	-	1
CO2	3	3	2	-	-	2
CO3	2	3	3	2	-	2
CO4	2	2	3	3	2	2
CO5	3	2	2	2	2	3
	2.6	2.4	2.5	2.3	2	2

Finance Electives

FINANCE ELECTIVES				
Code		**Credits**	**H/S***	**Marks**
III Semester				
MBAI-F01	Banking and Indian Financial System	4	S	100
MBAI-F02	Behavioural Finance	4	S	100
MBAI-F03	Financial Engineering	4	S	100
MBAI-F04	Security Analysis and Portfolio Management	4	S	100
IV Semester				
MBAI-F05	International Financial Management	4	S	100
MBAI-F06	Financial Markets and Services	4	S	100
MBAI-F07	Mergers & Acquisitions	4	S	100
MBAI-F08	Microfinance	4	S	100
* H –Hard core paper, S – Softcore paper				

MBAI-F01 BANKING & INDIAN FINANCIAL SYSTEM

COURSE OBJECTIVES: **No. of credits :4**

- To acquire the knowledge of Indian banking system.
- To understand the financial regulation and functions of RBI.
- To make understand the students about the financial markets.

SYLLABUS

UNIT-1 Role of banking system in the economic development - Structure of Indian Banking System- Commercial banks, Cooperative banks, Regional Rural Banks, Small Finance Banks, Local Area banks - Definition of Central Bank - Evolution of the Reserve Bank of India - Organisation and Management of the RBI - Functions of RBI: - Regulatory Functions - Developmental Functions

UNIT-2 Monetary Policy of RBI - Social Control over Commercial Banks - Nationalisation of Commercial Banks in India: Arguments for and Arguments against Nationalisation - Progress of Nationalised Banks - Problems of Nationalised Banks - Merger of Public sector banks - State Bank of India: Evolution, Organisation and Management, - Merger of SBI with associate banks, Role of SBI - Lead Bank Scheme

UNIT-3 Introduction: Nature and role of financial system; Financial system and financial markets; Financial system and economic development; Sustainable Development Goals and Green Financing - Indian financial system - an overview – Financial Regulation - Financial Markets: Money markets -Meaning, constituents, functions of money market; Money market instruments- call money market, treasury bills, certificates of deposits, commercial bills, trade bills, commercial papers;

UNIT-4 Recent trends in Indian money market; Capital market - primary and secondary markets; Government securities market; Role of SEBI as a regulator and capacity- an overview; Recent developments. Financial Inclusion: Extent of exclusion, financial inclusion initiatives including SHG-Gender gap in financial inclusion - Bank Linkage Model. Micro finance- emerging issues & regulation.

UNIT-5 Insurance Sector: Objectives, role, investment practices of LIC and GIC; Insurance Regulatory and Development Authority-role and functions. Non-Banking Financial Institutions: Concept and role of non-banking financial Institutions; source of finance; Functions of non-banking financial institutions; Investment policies of non-banking financial institutions in India.

Text books

1. Indian Institute of Banking and Finance (2019), Principles and Practices of Banking, Macmillan Education
2. Indian Institute of Banking and Finance (2019), Inclusive Banking, Taxmann Publications
3. Khan M.Y., Indian Financial System (2018), Tata McGraw Hill, New Delhi
4. Machiraju H.R. (2019), Indian Financial System, Vikas Publishing House, New Delhi

Reference books

1. Mani N. (2015), Financial Inclusion in India, New Century Publications, New Delhi
2. Mishra Sukhvinder (2012), Banking Law and Practice, S.Chand &Company, New Delhi
3. Mujumdar N.A. (2002), Financial Sector Reforms and India's Economic Development, Academic Foundation
4. Natrajan S. and Parameshwaran R. (2015), Indian Banking, S.Chand & Company, New Delhi

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain the structure of the Indian banking system and the functions of the Reserve Bank of India.
CO2	Analyze monetary policy, banking reforms, nationalisation, and the role of the State Bank of India in India's banking development.
CO3	Describe the components of the Indian financial system and evaluate the functioning of money and capital markets along with regulatory mechanisms.
CO4	Examine financial inclusion measures, microfinance models, and sustainable financing initiatives in India.
CO5	Explain the role, investment practices, and regulatory framework of insurance institutions and non-banking financial institutions in India.

Mapping of COs with POs								
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**P07**	**PO8**
CO1	3	1	2	1	1	2	-	1
CO2	3	3	2	3	2	2	-	2
CO3	3	3	2	3	2	2	-	2
CO4	3	2	2	3	2	3	1	2
CO5	3	2	3	3	2	3	1	2
	3.0	2.2	2.2	2.6	1.8	2.4	0.4	1.8

MBAI-F02 BEHAVIOURAL FINANCE

COURSE OBJECTIVES: **No. of credits :4**

- To create awareness among the students about the behavioural finance.
- To introduce about the corporate behaviour finance.
- To make them understand the aspects of Individual Investor.

SYLLABUS

UNIT-1 Introduction to Behavioral Finance – Overview, Evolution, Key Themes, and Applications; Traditional versus Behavioural Finance; Limits to Arbitrage – Market Efficiency, Fundamental Risk, Noise Trader Risk, Theoretical and Empirical underpinnings of Behavioral Finance – Prospect Theory, Framing Effects, Heuristics and Biases, and Affect Theory; Emotional Finance - Concept, Emotional Finance in Practice – Risk, Momentum, Introduction to Neurofinance.

UNIT-2 Psychological Concepts and Behavioral Biases - Heuristics or Rules of Thumb, Disposition effect, Prospect theory and Behavioral finance, Overconfidence, Representativeness heuristics, Familiarity bias, Limited attention, Ambiguity aversion, Loss aversion, Framing, Self-attribution, Endowment effect, Herd behavior, Hindsight bias, Winners' curse, Cognitive dissonance, Status quo bias.

UNIT-3 Behavioural Corporate Finance - Financing Decisions - Financing decisions of an optimistic manager and overconfident manager, Trade-off model - Capital Budgeting and other Investment decisions - Factors affecting the impact of Managerial Biases; Dividend policy decisions – Dividend puzzle, Behavioral biases as explanations for Dividends, Theories of Investor Biases, Theories of Managerial Biases.

UNIT-4 Investor Behavior: Individual Investor Trading - Rational Explanations, Behavioral Explanations; Aspects of Individual Investor Trading – Disposition Effect, Individual Investor Portfolios - Biases and Diversification; Cognitive Abilities and Financial Decisions - Do Older Investors make better Investment Decisions? Cognitive Abilities and the Three Puzzles; Institutional Investors - Holding and Trades of Institutional Investment Managers, Capital Flows to Institutional Investors.

UNIT-5 Role of Culture in Finance - Impact of Culture on Firm and Investor Behavior; Social Interactions and Investing - Herding and Information Cascades. Overconfidence-Emotion-Social Forces, Fairness, Altruism & Trust-Behavioural Explanations for Market Anomalies-Behavioural Finance and Retirement Savings

Text books

1. Baker, H. K., & Nofsinger, J. R. (Eds.). (2010). Behavioral finance: investors, corporations, and markets (Vol. 6). John Wiley & Sons.
2. Shleifer, A. (2000). Inefficient markets: An introduction to behavioural finance. Oup Oxford. Additional Readings

Reference books

1. Barberis, N., & Thaler, R. (2003). A survey of behavioral finance. Handbook of the Economics of Finance, 1, 1053-1128.
2. Tversky, A., & Kahneman, D. (Eds.). (2000). Choices, values, and frames. Cambridge University Press.

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain the theoretical foundations of Behavioural Finance, including heuristics, framing effects, emotional finance, and concepts such as Prospect Theory.
CO2	Identify and analyze various behavioural biases such as overconfidence, loss aversion, anchoring, herding, and mental accounting in financial decision-making.
CO3	Evaluate the impact of managerial biases and investor psychology on corporate finance decisions including capital budgeting, financing, and dividend policies.
CO4	Analyze individual and institutional investor behavior and its implications for asset pricing, portfolio diversification, and market anomalies.
CO5	Examine the influence of culture, social forces, and behavioural factors on financial markets, retirement savings, and long-term investment decisions.

Mapping of COs with POs								
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**P07**	**PO8**
CO1	3	2	2	2	1	2	-	2
CO2	3	3	2	3	2	2	-	2
CO3	3	3	3	3	2	2	1	2
CO4	3	3	3	3	3	2	1	2
CO5	3	3	2	3	2	2	1	3
	3.0	2.8	2.4	2.8	2.0	2.0	0.6	2.2

MBAI-F03 FINANCIAL ENGINEERING

COURSE OBJECTIVES: **No. of credits :4**

- To create awareness among the students about the financial engineering.
- To introduce about the foreign exchange trading strategies with options.
- To make them understand the aspects of dynamic hedging. Risk-neutral valuation.

SYLLABUS

UNIT-1 Introduction to financial markets and financial Engineering-Review of prerequisites. Analysis of deterministic cash flows. Interest Rates-Markets, players, instruments, orders, deals and process of settlement. Fixed income securities- Concept of interest rates & term structure. Bonds basics and dynamics of bond price, Duration & Modified Duration, yield-maturity-price relationship.

UNIT-2 Forward contracts & Futures contracts- Basics of Futures, forwards, options & swaps and their pay-off. Hedging Strategies using Futures. Swaps, types &mechanics of swap. Framework for swaps, term structure modelling and dynamics. Arbitrage arguments. Pricing by arbitrage. Investing, trading, hedging, and arbitrage applications. Foreign exchange, equity, and commodity markets. Swaps. Introduction to Options basics. Arbitrage relationships. Trading strategies with options.

UNIT-3 The binomial model of asset price dynamics. Dynamic replication and hedging. Risk neutral valuation. Pricing and hedging options in the binomial model. The Black-Scholes-Merton Model Brownian motion. The geometric Brownian motion model of asset price dynamics. Lognormal distribution. Convergence of the binomial model to the Black-Scholes-Merton model in the continuous-time limit. Dynamic hedging. Risk-neutral valuation. The Black Scholes-Merton option pricing formula and its applications in equity, currency, and commodity markets.

UNIT-4 Markov property, continuous time stochastic processes, the process for a stock price, the parameters, correlated processes, Ito's lemma, Valuation of Options, Options pricing using Black-Scholes and Binomial model. Greeks and their uses. Options strategies. Volatility positions, smile effects. Estimating volatility with various models to forecast future volatility.

UNIT-5 Financial Engineering Applications- Implied Volatility - American options - The VIX index and VIX derivatives - Monte Carlo Simulation in Financial engineering - Introduction to credit risk and credit risk derivatives - Counterparty Credit Risk.

Textbooks:

1. Salih N. Neftci, Principles of Financial Engineering, Academic Press Publishers, 2009.
2. David A. Dubrofsky and Thomos W. Miller, Jr., Deivatives Valuation and Risk Management, Oxford Unversity Press.
3. David G. Luenberger, Investment Science, Oxford University Press

Reference books:

1. Futures, Options and Other Derivatives by John C Hull, 9th Edition
2. Hull, John. C (2017) Options, Futures, and Other Derivatives, 9th edn., New Jersey: Pearson Education.
3. Capinski, M. and Zastawniak, T., Mathematics for Finance – An introduction to Financial Engineering, 2011
4. Oosterlee, C. and L. Grzelak, Mathematical Modelling and Computation in Finance, 2019
5. Gatheral, J., The volatility Surface – a practitioner's guide, 2006

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Analyze deterministic cash flows, bond pricing, duration, modified duration, and yield–price relationships in fixed income markets.
CO2	Explain and apply pricing principles for forwards, futures, swaps, and options using arbitrage arguments.
CO3	Apply the binomial model and risk-neutral valuation framework to price and hedge derivative securities.
CO4	Use continuous-time stochastic models and the Black–Scholes–Merton model to value options and compute Greeks for risk management.
CO5	Evaluate advanced financial engineering applications including implied volatility, American options, Monte Carlo simulation, and credit risk derivatives.

Mapping of COs with POs						
COs/POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	3	2	2	3	1
CO2	3	3	3	2	3	1
CO3	3	3	3	3	2	1
CO4	3	3	3	3	3	1
CO5	3	3	3	3	3	1
	3.0	3.0	2.8	2.6	2.8	1.0

MBAI-F04 SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

COURSE OBJECTIVES: **No. of credits :4**

- To create awareness among the students about the financial engineering.
- To introduce about the foreign exchange trading strategies with options.
- To make them understand the aspects of dynamic hedging. Risk-neutral valuation.

SYLLABUS

UNIT-1 Financial Markets-Financial Assets/Instruments-Risk and Return-Analysis of different types of risks and Return-Measures of Return and Risk-Determinants of Required Rate of Return-Risk free rate and factors influencing the risk-free rate; Risk Premium-Capital Market-Organization and Function of Equity Market and Bond Market-Mutual Funds

UNIT-2 Financial Market - Segments – Types - Participants in financial Market – Regulatory Environment, Primary Market: Methods of floating new issues – steps in floating a public issue – Book building – Role of primary market – Regulation of primary market. Secondary market: Functions of stock exchanges – Stock exchanges in India – BSE, OTCEI, NSE, ISE, MCX-SX and Regulation of stock exchanges – listing of securities – Trading system in stock exchanges SEBI.

UNIT-3 Meaning – EIC Analysis framework – Economy Analysis: Economic forecasting – Forecasting techniques. Industry Analysis: Industry classification, Industry life cycle – Company Analysis: Financial statements – Analysis of financial statements – Stock return and valuation models: Balance sheet valuation – Dividend discount models – Earnings multiplier approach – Bond return and valuation: Bond basics– Bond returns and risks – Bond pricing theorems – problems on stock valuation and bond valuation

UNIT-4 Meaning – Dow theory – Basic principles of technical analysis – Price charts – Trends and trend reversals – Chart patterns – Elliot Wave theory – Mathematical indicators: Moving averages – Oscillators. Market Indicators: Breadth of the market – Short interest – Odd lot index – Mutual fund cash ratio – Technical analysis Vs. Fundamental Analysis – Efficient Market theory: Random Walk theory – The efficient market hypothesis – EMH vs Fundamental and Technical analyses.

UNIT-5 Meaning – Portfolio management process – Portfolio Analysis: Measuring expected risk and return of a portfolio with two securities and more than two securities – portfolio risk diversification – Portfolio Selection: Markowitz model of portfolio selection – Problems. CAPM: Assumptions – SML and CML – APT – Portfolio revision: portfolio revision strategies – Portfolio evaluation: measuring portfolio risk adjusted returns – Sharpe ratio – Treynor ratio – Jenson ratio – problems on portfolio evaluation.

Text books:

1. Security Analysis and Portfolio Management by Fisher and Jordan, Prentice Hall India.
2. Investment Analysis and Portfolio Management by Prasanna Chandra, Tata McGraw Hill.

Reference books:

1. Investment Analysis and Portfolio Management by Railley and Brown, Cengage Learning.
2. Investments by Bodie, Kane, Marcus and Mohanty, Tata McGraw Hill.

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain financial market structures, financial instruments, and measure risk and return for investment analysis.
CO2	Analyze financial statements, compute financial ratios, and apply equity valuation methods for investment decisions.
CO3	Conduct economic, industry, and company analysis, including technical analysis, to support investment and portfolio strategies.
CO4	Apply portfolio management theories including Markowitz Efficient Frontier, CAPM, multi-factor models, and bond valuation techniques for optimal portfolio selection.
CO5	Evaluate derivative instruments, use futures and options for hedging and investing, and assess portfolio performance using standard performance metrics.

Mapping of COs with POs						
COs/POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	2	2	2	2
CO2	3	3	2	3	2	2
CO3	3	3	2	3	2	2
CO4	3	3	3	3	2	2
CO5	3	3	3	3	2	2
	3.00	**2.80**	**2.40**	**2.80**	**2.00**	**2.00**

MBAI-F05 INTERNATIONAL FINANCIAL MANAGEMENT

COURSE OBJECTIVES: **No. of credits :4**

- To create awareness among the students about the financial engineering.
- To introduce about the foreign exchange trading strategies with options.
- To make them understand the aspects of dynamic hedging. Risk-neutral valuation.

SYLLABUS

UNIT-1 Foundations of International Financial Management Introduction, From International Economics to International Financial management, Domestic Vs international financial management- foreign exchange Scope of International Financial Management, Need for International Financial management Multinational Corporations- International Monetary system- International Flow of Funds Balance of payments- - Recent trends in Indian balance of payment- Capital Account Convertibility.

UNIT-2 Foreign Exchange Market -Functions of the Foreign Exchange Market- structure of foreign Exchange Market Transactions the Foreign Exchange market- Foreign Exchange Rates and Quotations- computation of outright rates, cross rates, Arbitrage- Two-point Arbitrage, Triangular Arbitrage, Covered Interest Arbitrage. International Parity conditions- Interest Rate Parity Theory and exchange rate determination, Purchasing per Parity Theory- Fisher Effect, International fisher effect- Techniques of forecasting exchange rates in practice.

UNIT-3 Foreign Exchange Exposure and Managing Foreign Exchange Exposure- Exchange Rate Risk, Arguments for and against Hedging exchange rate risk, Types of Foreign exchange exposure - Hedging Transaction exposure using: Forward market- Money market, Futures Market and options. Measuring Economic Exposure- Determinants of Economic Exposure- Managing Economic Exposure Translation or Accounting exposure: Methods of Translation- Current/ Non-Current, Monetary/ Non-Monetary, Temporal and all current method.

UNIT-4 International Monetary System - Exchange Rate Regimes, International Monetary Fund, European Monetary System, European Monetary Union, World Bank-Currency Derivatives; Currency Forward Market, Currency Futures Market, Currency Options Market, Currency Call Options, Currency Put Options and Financial Swaps

UNIT-5 Exchange rate-Measuring Exchange Rate Movements, Factors influencing Exchange Rates. Government influence on Exchange Rates, Exchange Rate Systems. Managing Foreign Exchange Risk. International Arbitrage and Interest Rate Parity. Purchasing Power Parity, International Fisher Effect, Fisher Effect, Interest Rate Parity, Expectations Theory-Exchange Rate Theories - Purchasing Power Parity Theory, Interest Rate Parity, future spot exchange rate, methods of forecasting exchanges rates.

Text books:

1. Eun CS and Resnick BG (2017), International financial management, Tata McGrawhill Education (India) Pvt Ltd.
2. Madura Jeff (2015), International Financial Management 12th Edition, Cengage Learning.
3. Eiteman David K., Stonehill Arthur I. , Moffett Michael H. (2018)Multinational Business Finance, 14th Edition Pearson publication.
4. Madura Jeff (2010), International Corporate Finance, 10th Edition Cengage Learning.

Reference books:

1. Apte Prakash G.,(2018) International Finance, Tata McGrawhill Education (India) Pvt Ltd.
2. Sharan Y. International Financial Management, PHI.
3. Dun and Broad Street, Foreign Exchange Market, Tata McGrawhill Education (India) Pvt Ltd.
4. Levi Maurice, International Finance, Routledge Publication.

5. Shapiro C. Alan, (2010) Multi National Financial Management, 9th edition, Wiley India Pvt Ltd.

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain the scope and importance of International Financial Management, balance of payments, capital account convertibility, and global financial integration.
CO2	Analyze foreign exchange markets, exchange rate quotations, arbitrage opportunities, and apply international parity conditions such as Purchasing Power Parity and Interest Rate Parity.
CO3	Evaluate different types of foreign exchange exposure and apply appropriate hedging techniques using forwards, futures, options, and swaps.
CO4	Examine the relationship between inflation, interest rates, and exchange rates using international financial theories and forecasting techniques.
CO5	Describe the structure of the international monetary system and assess the role of institutions such as the International Monetary Fund and the World Bank in global financial stability.

Mapping of COs with POs						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	2	2	1	2
CO2	3	3	2	3	2	2
CO3	3	3	3	3	2	2
CO4	3	3	2	2	2	2
CO5	3	2	2	2	1	3
	3.00	**2.60**	**2.20**	**2.40**	**1.60**	**2.20**

MBAI-F06 FINANCIAL MARKETS & SERVICES

COURSE OBJECTIVES: **No. of credits :4**

- To create awareness among the students about the New Issue Market.
- To introduce about the Financial Instruments. Features of a Financial System -
- To make them understand the aspects of Interlinkage between Financial System and Economic Development

SYLLABUS

UNIT-1 Functions of New Issue Market- Participants of a New Issue Market- Public Issue - Initial Public Offer (IPO)- Further Public Offer (FPO)- Offer for Sale- Rights Issue – Money market – Debt market – Derivatives market - SEBI Guidelines for Issuing Right Shares - Bonus Issue - SEBI Guidelines for Bonus Issue of Shares - Composite Issue - Private Placement - Preferential Issue - Qualified Institutional Placement - Pricing of an Issue - Fixed Price Issue - Book Built Issue

UNIT-2 Financial Instruments - Types of Financial Instruments - Equity Shares - Features of Equity Shares - Preference Shares - Characteristics of Preference Shares - Types of Preference Shares - Sweat Equity Shares - Debenture - Types of Debentures - Resource Mobilisation in International Markets - Depository Receipts - ADR/GDR - Difference between ADR and GDR - Eligibility to Issue Depository Receipts

UNIT-3 Payment System - Offer Document - Draft Offer Document - Red Herring Prospectus - Prospectus - Letter of Offer - Abridged Prospectus - Abridged Letter of Offer - Shelf Prospectus - Placement Document - Fast Track Issue (FTI) - Merchant Banker- Role of Merchant Bankers - Functions of Merchant Banker - SEBI Regulation on Merchant Bankers - Application for Grant of Certificate of Registration - General Obligations & Responsibilities

UNIT-4 Financial System - Features of a Financial System - Interlinkage between Financial System and Economic Development - Constituents of Financial System - Financial Institutions - Financial Markets - Importance of Financial Markets - Financial Instruments - Financial Services -

UNIT-5 Functions of Financial Services - Components of Financial Service Industry- Registrar to an Issue and Share Transfer Agents- Bankers to an Issue- Brokers- Underwriter
Financial Institutions – functions – types – Modern banking - Regulatory Measures by RBI – NBFCs – Mutual funds - Factoring, Forfaiting and Bills Discounting - Venture Capital.

Text books:

1. L.M. Bhole, Financial Institutions & Markets, McGraw Hill
2. Khan, M.Y, Indian Financial System, McGraw Hill
3. Sharma, Meera, Management of Financial Institutions, Eastern Economy Edition
4. Bhole and Mahakud, Financial Institutions and Markets – Structure, Growth and Innovations, McGraw Hill

Reference Books:

1. Guruswamy, S., Financial Services and System, McGraw Hill
2. Edminister. R.O, Financial Institutions, Markets & Management, McGraw Hill
3. Khan. M.Y, Indian Financial System, Vikas Pub. House
4. H.R Machiraju, Indian Financial System, Vikas Pub. House
5. E.Gorden & K. Nataraj, Financial Markets and Services, HPH

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain the structure and functions of the new issue market and evaluate different methods of raising capital in compliance with Securities and Exchange Board of India guidelines.
CO2	Differentiate various financial instruments such as equity shares, preference shares, debentures, ADRs, and GDRs and assess their features and suitability.
CO3	Describe the issue management process including offer documents, merchant banking functions, and regulatory requirements.
CO4	Analyze the components of the financial system and evaluate the role of financial markets and services in economic development.
CO5	Examine the functions of financial institutions including mutual funds, NBFCs, venture capital firms, and understand regulatory measures of the Reserve Bank of India.

Mapping of COs with POs						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	2	2	1	3
CO2	3	2	3	2	1	2
CO3	3	2	2	3	1	3
CO4	3	3	2	3	2	2
CO5	3	3	3	3	2	3
	3.00	**2.40**	**2.40**	**2.60**	**1.40**	**2.60**

MBAI-F07 MERGERS & ACQUISITIONS

COURSE OBJECTIVES: **No. of credits :4**

- To create awareness among the students about Mergers and Acquisitions.
- To introduce about the Growth Opportunities-Bid Tactics.
- To make them understand the aspects of Concept of Disintegration and Reintegration.

SYLLABUS

UNIT-1 The Concept of Mergers and Acquisitions-Why Companies Merge and Acquire-Integration and Conglomeration-The Merger and Acquisition Lifecycle- Measuring the Success of Mergers and Acquisitions-A Brief History of Mergers and Acquisitions-Strategic Focus-Business Strategy and Corporate Strategy-National and International Regulators-

UNIT-2 The Concept of Strategic Focus-Aligning Focus with Performance-Change and Strategic Drift-Characteristics Mapping - Value creation-Synergies: what they are and types of synergies-Brief history of M&A -Reasons, motives and determinants-Types of transactions - For of payment and financing-Effects-Valuation-concepts-Why Firms Merge-Valuation Methods - Growth Opportunities-Bid Tactics -Bidding and Resisting as a Game-Offensive and Defensive Tactics-Due Diligence -Critical Value Drivers-

UNIT-3 The Value of New Information-Due Diligence Checklists-Materiality-Contents Mergers and Acquisitions Edinburgh Business School-Sampling - The Concept of Implementation-Some Common Misconceptions about Merger Implementation-The General Concept of Implementation-Identifying Synergies- The Implementation Process-Implementation of Risk Management-

UNIT-4 The Concept of Disintegration and Reintegration-Managerial Levers-Transformation Tools-Project Management as a Tool for Managing the Implementation Process-The Overall Implementation Process-Developing the Implementation Plan-Executing the Implementation Plan

UNIT-5 Acquisition process of a non-traded company-Preparation of the process-Documentation for the acquisition process-Phases of the acquisition process Chapter-Acquisition process of a traded company-Preparation of the process-Documentation for the acquisition process-Phases of the acquisition process Chapter-Corporate restructuring.

Text books:

1. Bruner, Robert F. (2004): Applied Mergers & Acquisitions. Ed. Wiley.
2. Gaughan, Patrick A. (2015): Mergers, Acquisitions and Corporate Restructurings. Ed. Wiley. (6th edition)
3. DePamphilis, Donald M. (2015): Mergers, Acquisitions and other Restructuring Activities. Ed. Academic Press (Elsevier). (8th edition)
4. Koller, Tim; Goedhart, Marc and Wessels, David (McKinsey & Company) (2015) Valuation. Measuring and managing the value of companies. Ed. Wiley (6thedition)

Reference Books:

1. Damodaran, Aswath (2012) Investment Valuation: Tools and Techniques for Determining the Value of any Asset. Ed. Wiley. (3rd edition)
2. García Estévez, Pablo (2006): Fusiones comentadas. Ed. Prentice Hall
3. Moeller, Scott and Brady, Chris. (2014): Intelligent M&A. Navigating the Mergers and Acquisitions Minefield. Ed. Wiley (2nd edition)
4. Sudarsanam, Sudi (2010): Creating Value from Mergers and Acquisitions. Ed. Prentice Hall (2nd edition)
5. William Wallace, Peter Moles, Mergers and Acquisitions (2012)

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain the concepts, lifecycle, and strategic rationale behind mergers and acquisitions.
CO2	Analyze value creation, identify types of synergies, and apply valuation methods to assess M&A opportunities.
CO3	Evaluate bidding tactics, due diligence processes, and critical value drivers in M&A decision-making.
CO4	Apply project management and implementation strategies to manage M&A integration, transformation, and risk.
CO5	Describe acquisition processes for traded and non-traded companies and assess corporate restructuring initiatives.

Mapping of COs with POs						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	2	2	1	2
CO2	3	3	2	3	2	2
CO3	3	3	2	3	2	3
CO4	3	3	2	3	2	2
CO5	3	2	3	3	1	2
	3.00	**2.60**	**2.20**	**2.80**	**1.60**	**2.20**

MBAI-F08 MICRO FINANCE

COURSE OBJECTIVES: **No. of credits :4**

- To create awareness among the students about Mergers and Acquisitions.
- To introduce about the Growth Opportunities-Bid Tactics.
- To make them understand the aspects of Concept of Disintegration and Reintegration.

SYLLABUS

UNIT-1 Introduction to Microfinance-Background-evolution and Overview-Emerging trends in Micro finance; Poverty-Sources and Consequences of Poverty, Understanding the construct of Poverty Indices-The Human Poverty Index (HPI) developed by UN and Global Multidimensional Poverty Index (MPI)-critical evaluation of India's position on the Poverty Index-Understanding of Human Development Index and Hunger Index.

UNIT-2 Major Sectors in Indian Economy- Urban Rural Divide-Causes of Rural Distress-Infrastructure Push-Financial Sector in India-Evolution of Banking Sector in India-Functions of Banks-Channels of Services of Banks-Modes of Banking Transactions-Types of Schedule Commercial Banks in India-Types of Bank Regulation in Financial Sector-Non-Banking Finance Companies-Classification of NBFCs.

UNIT-3 Microfinance Institutions: Eligibility-Regulations, types, & Commercial Microfinance-Investing in Microfinance-Viability of MFIs-Risk management in Micro Finance-Pricing of Micro-loans: issues and challenges-Strategic Issues in Microfinance-Role of RBI in Financial Inclusion-Microfinance Models: NABARD model, SIDBI model, SGSY model, Grameen Banking model, NMDFC model, Associations model, Community Banking Model, Credit unions etc.

UNIT-4 Financial Inclusion-Objectives of Financial Inclusion-Various initiative on Financial Inclusion - Business Correspondents model-Co-lending of loans by Banks and NBFCs for lending to the priority sector-Self-help groups (SHGs)-Formation of SHGs-guidelines-National Rural Livelihood Mission (NRLM)-Promotion of Joint Liability Groups (JLGs) and their Financing by Banks- Microfinance through Joint Liability Groups-Difference between JLG and SHG models of Microfinance.

UNIT-5 Delivery of financial products and services-Financial products offered by MFIs - non-financial services offered by MFIs-Designing Microfinance Products- Process of Loans-Liquidity Management-Government Sponsored Schemes supporting JLG borrowers-Technical Skills-Behavioural and Interpersonal Skills- Customer Grievance Redressal Mechanism (GRM)

Text books:

1. Ledgerwood, J. (1998). Microfinance Handbook: An Institutional and Financial Perspective. The World Bank, Washington, D.C.
2. Harper, M. (2003). Practical Microfinance: Training Guide for South Asia. Vistaar Publication, New Delhi.

Reference books:

1. Dowla and Barua, (2006), The Poor Always Pay Back: The Grameen II Story, Kumarian Press Inc.
2. Access for All: Building Inclusive Financial Services, 1st Edn., Helms, World Bank Publications - 2006
3. Lidgerwood, White and Brand, (2006), Transforming Microfinance Institutions: Providing Full
4. Financial Services to the Poor, World Bank Publications
5. Rhyne, (2001), Mainstreaming Microfinance: How Lending to the Poor Began, Grew and Came of Age in Bolivia, 1st Edn., Kumarian Press.

COURSE OUTCOMES On Completion of the course, the students will be able to	
CO1	Explain the concept, evolution, and significance of microfinance, and analyze poverty indicators such as the Human Poverty Index, Multidimensional Poverty Index, Human Development Index, and Hunger Index.
CO2	Examine the structure of the Indian economy and financial sector, including the evolution and functions of banks, NBFCs, and regulatory frameworks in financial inclusion.
CO3	Evaluate the role and operational models of Microfinance Institutions, including Grameen, NABARD, SIDBI, and other community-based microfinance models.
CO4	Analyze financial inclusion initiatives such as SHGs, JLGs, NRLM, Business Correspondent models and co-lending mechanisms for expanding access to financial services
CO5	Design and assess microfinance products and service delivery mechanisms, including loan processes, liquidity management, risk management, and grievance redressal systems.

Mapping of COs with POs					
CO / PO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	3	2	-	-	2
CO2	3	3	2	-	2
CO3	3	3	3	2	2
CO4	2	3	3	2	3
CO5	2	3	3	3	3