

MBA

INSURANCE MANAGEMENT



Course Structure & Syllabi

(Regulations 2018-19)



DEPARTMENT OF MANAGEMENT
SCHOOL OF MANAGEMENT
PONDICHERRY UNIVERSITY

KARAIKAL CAMPUS, KARAIKAL – 609 605

INDEX

SL.NO	SUBJECT	PAGE NO
1	REGULATIONS FOR THE MBA INSURANCE MANAGEMENT PROGRAMME	5
2	MODEL QUESTION PAPER	6
3	PROJECT WORK	7
4	COURSE STRUCTURE OF MBA INSURANCE MANAGEMENT PROGRAMME	8
	SEMESTER I	
4	MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR	14
5	MANAGERIAL ECONOMICS	15
6	BUSINESS ENVIRONMENT	16
7	STATISTICS FOR MANAGEMENT	17
8	RISK MANAGEMENT & INSURANCE	18
9	PRINCIPLES AND PRACTICE OF LIFE INSURANCE	19
10	PRINCIPLES AND PRACTICE OF GENERAL INSURANCE	20
11	COMMUNICATION SKILLS WORKSHOP	21
12	SYSTEMS SKILL WORKSHOP	22
	SEMESTER II	
13	MARKETING MANAGEMENT	25
14	HUMAN RESOURCES MANAGEMENT	26
15	ACCOUNTING & FINANCIAL MANAGEMENT	27
16	OPERATION MANAGEMENT	28
17	MANAGEMENT INFORMATION SYSTEMS	29
18	BUSINESS RESEARCH METHODS	30
19	INSURANCE UNDERWRITING	31
20	INSURANCE LAW AND REGULATIONS	32
21	BUSINESS ANALYTICS LAB	33
	SEMESTER III	
22	STRATEGIC MANAGEMENT	36
23	FIRE AND CONSEQUENTIAL LOSS INSURANCE	37
24	MARINE INSURANCE	38
25	INSURANCE ACTUARIAL SERVICES	39
	ELECTIVES: INSURANCE MANAGEMENT	
26	AGRICULTURE & RURAL INSURANCE	42
27	CYBER & LIABILITY INSURANCE	43
28	ENGINEERING INSURANCE	44
29	GROUP INSURANCE & RETIREMENT BENEFIT SCHEMES	45
	ELECTIVES: MARKETING MANAGEMENT	
30	PRODUCT & BRAND MANAGEMENT	46
31	SALES & DISTRIBUTION MANAGEMENT	47
32	ADVERTISING & SALES PROMOTION	48
33	RURAL MARKETING	49

	ELECTIVES: HUMAN RESOURCE MANAGEMENT	
34	HR PLANNING & CORPORATE SOCIAL RESPONSIBILITY	50
35	TRAINING & DEVELOPMENT	51
36	PERFORMANCE & REWARD MANAGEMENT	52
37	ORGANISATION DEVELOPMENT	53
	ELECTIVES: FINANCE MANAGEMENT	
38	FINANCIAL SERVICES & INSTITUTIONS	54
39	SECURITY ANALYSIS & PORTFOLIO MANAGEMENT	55
40	CORPORATE TAX MANAGEMENT	56
41	INTERNATIONAL FINANCIAL MANAGEMENT	57
	SEMESTER IV	
42	ENTREPRENEURSHIP	60
43	BUSINESS ETHICS AND CORPORATE GOVERNANCE	61
44	MOTOR INSURANCE	62
45	HEALTH INSURANCE	63
46	PROFESSIONAL SKILL DEVELOPMENT	64
	ELECTIVES: INSURANCE MANAGEMENT	
47	ACTUARIAL MATHEMATICS	67
48	REINSURANCE	68
49	DIGITAL INSURANCE	69
50	MISCELLANEOUS INSURANCES	70
	ELECTIVES: MARKETING MANAGEMENT	
51	INTERNATIONAL MARKETING	71
52	RETAIL MANAGEMENT	72
53	SERVICES MARKETING	73
54	E- MARKETING	74
	ELECTIVES: HUMAN RESOURCE MANAGEMENT	
55	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	75
56	HUMAN RESOURCE INFORMATION SYSTEMS	76
57	INDUSTRIAL RELATIONS AND LABOUR LAWS	77
58	STRESS MANAGEMENT	78
	ELECTIVES: FINANCE MANAGEMENT	
59	FINANCIAL RISK MANAGEMENT	79
60	BANKING AND INDIAN FINANCIAL SYSTEM	80
61	FINANCIAL ENGINEERING	81
62	MICROFINANCE	82

COURSE REGULATIONS (2018-19)

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 nine* 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 3 or 4 depending upon the weightage in the syllabus. The project viva for the Minor project three weeks and Major project of six weeks will be held at the end of second and third semester respectively. The minor and major projects will carry *two* and *five* 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. 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
-----------------------	-----------

2. **End semester examination:** The examinations comprise of question paper setting by external experts and double valuation - one by the course teacher and another by external examiner. If the difference between the two valuations is more than 15%, the script will be evaluated by a third examiner and the marks awarded is the final.
3. The internal assessment is for 40% and semester end examinations are for 60%.
4. Question paper pattern for end semester examination is shown in the following exhibit.
5. 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 (10 X 2 = 20 Marks) (Maximum of 50 words)		
1 To 10	Unit – 1	2 Questions from each unit
	Unit – 2	
	Unit – 3	
	Unit – 4	
	Unit – 5	
SECTION – B Answer the following Questions (5 X 6 = 30 Marks) (Maximum of 200 words)		
11	Unit – 1 (a) or (b)	Internal choice either (a) or (b) Theory/Problem*
12	Unit – 2 (a) or (b)	
13	Unit – 3 (a) or (b)	
14	Unit – 4 (a) or (b)	
15	Unit – 5 (a) or (b)	
SECTION – C Case Study Compulsory (10 Marks) (Maximum of 300 words)		
16	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) and Major Minor 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 *three* weeks and will be assessed for 50 marks.
- Major project – The duration of the project is *six* 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 (40%) 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 50 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

- a). A minimum of 40% marks in end-semester exam, and
- b). A minimum of 50% marks in aggregate when internal assessment and end semester marks are added.
- c). There is no minimum pass mark in case of internal assessment examinations.
- d). 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.

MBA (INSURANCE MANAGEMENT)

Course Structure (Regulations 2018-2019)

FIRST SEMESTER				
Code	Title	Credits	Marks	H/S*
MBAI-411	Management and Organizational Behaviour	3	100	H
MBAI-412	Managerial Economics	3	100	H
MBAI-413	Business Environment	3	100	H
MBAI-414	Statistics for Management	4	100	H
MBAI-415	Risk Management & Insurance	3	100	H
MBAI-416	Principles and Practice of Life Insurance	3	100	H
MBAI-417	Principles and Practice of General Insurance	3	100	H
MBAI-418	Communication Skills Workshop	2	50	S
MBAI-419	Systems Skill Workshop	2	50	S
Total Credits/Marks		26	800	
SECOND SEMESTER				
Code	Title	Credits	Marks	H/S*
MBAI-421	Marketing Management	3	100	H
MBAI-422	Human Resources Management	3	100	H
MBAI-423	Accounting & Financial Management	4	100	H
MBAI-424	Operation Management	3	100	H
MBAI-425	Management Information Systems	3	100	H
MBAI-426	Business Research Methods	3	100	H
MBAI-427	Insurance Underwriting	3	100	H
MBAI-428	Insurance Law and Regulations	3	100	H
MBAI-429	Business Analytics Lab	2	50	S
MBAI-430	Minor Project (3 Weeks)	2	50	H
Total Credits/Marks		29	900	
* H –Hard core paper, S – Soft core paper				

THIRD SEMESTER				
Code	Title	Credits	Marks	H/S*
MBAI-511	Strategic Management	3	100	H
MBAI-512	Fire and Consequential Loss Insurance	3	100	H
MBAI-513	Marine Insurance	3	100	H
MBAI-514	Insurance Actuarial Services	4	100	H
	Insurance Elective – I (Compulsory)	3	100	S
	Functional Elective – I (Marketing / HR / Finance)	3	100	S
	Functional Elective – II (Marketing / HR / Finance)	3	100	S
MBAI-515	Major Project (6 Weeks) (100 Marks for Project Report + 50 Marks for Project Viva)	5	150	H
Total Credits/Marks		27	850	
LIST OF ELECTIVES (Select any THREE papers)				
Code	Insurance Management	Credits	Marks	H/S*
MBAI-5I01	Agriculture & Rural Insurance	3	100	S
MBAI-5I02	Cyber & Liability Insurance	3	100	S
MBAI-5I03	Engineering Insurance	3	100	S
MBAI-5I04	Group Insurance & Retirement Benefit Schemes	3	100	S
Code	Marketing Management	Credits	Marks	
MBAI-5M01	Product & Brand Management	3	100	S
MBAI-5M02	Sales & Distribution Management	3	100	S
MBAI-5M03	Advertising & Sales Promotion	3	100	S
MBAI-5M04	Rural Marketing	3	100	S
Code	Human Resource Management	Credits	Marks	
MBAI-5H01	HR Planning & Corporate Social Responsibility	3	100	S
MBAI-5H02	Training & Development	3	100	S
MBAI-5H03	Performance & Reward Management	3	100	S
MBAI-5H04	Organisation Development	3	100	S
Code	Finance Management	Credits	Marks	
MBAI-5F01	Financial Services & Institutions	3	100	S
MBAI-5F02	Security Analysis & Portfolio Management	3	100	S
MBAI-5F03	Corporate Tax Management	3	100	S
MBAI-5F04	International Financial Management	3	100	S
* H –Hard core paper, S – Soft core paper				

FOURTH SEMESTER				
Code	Title	Credits	Marks	H/S*
MBAI-521	Entrepreneurship	3	100	H
MBAI-522	Business Ethics and Corporate Governance	3	100	H
MBAI-523	Motor Insurance	3	100	H
MBAI-524	Health Insurance	3	100	H
	Insurance Elective – II (Compulsory)	3	100	S
	Functional Elective – III (Marketing / HR / Finance)	3	100	S
	Functional Elective – IV (Marketing / HR / Finance)	3	100	S
MBAI-525	Professional Skill Development	2	50	H
Total Credits/Marks		23	750	
LIST OF ELECTIVES (Select any TWO papers)				
Code	Insurance Management	Credits	Marks	H/S
MBAI-5I05	Actuarial Mathematics	3	100	S
MBAI-5I06	Reinsurance	3	100	S
MBAI-5I07	Digital Insurance	3	100	S
MBAI-5I08	Miscellaneous Insurances	3	100	S
Code	Marketing Management	Credits	Marks	
MBAI-5M05	International Marketing	3	100	S
MBAI-5M06	Retail Management	3	100	S
MBAI-5M07	Services Marketing	3	100	S
MBAI-5M08	E- Marketing	3	100	S
Code	Human Resource Management	Credits	Marks	
MBAI-5H05	International Human Resource Management	3	100	S
MBAI-5H06	Human Resource Information Systems	3	100	S
MBAI-5H07	Industrial Relations and Labour Laws	3	100	S
MBAI-5H08	Stress Management	3	100	S
Code	Finance Management	Credits	Marks	
MBAI-5F05	Financial Risk Management	3	100	S
MBAI-5F06	Banking and Indian Financial System	3	100	S
MBAI-5F07	Financial Engineering	3	100	S
MBAI-5F08	Microfinance	3	100	S

* H –Hard core paper, S – Soft core paper

TOTAL NUMBER OF CREDITS FOR MBA (INSURANCE MANAGEMENT) COURSE			
Semester	Total Number of Papers	Total Credits	Total Marks
HARD CORE PAPERS (2/3/4 credits and 50/100/150 marks)			
First Semester	7	22	700
Second Semester	9	27	850
Third Semester	5	18	550
Fourth Semester	5	14	450
Total	26	81	2550
SOFT CORE PAPERS (3 credits, 100 marks)			
First Semester	2	4	100
Second Semester	1	2	50
Third Semester	3	9	300
Fourth Semester	3	9	300
Total	9	24	750
GRAND TOTAL	35	105	3300

MBA

INSURANCE MANAGEMENT

FIRST SEMESTER

Code	Title	Credits	Marks	H/S*
MBAI-411	Management and Organizational Behaviour	3	100	H
MBAI-412	Managerial Economics	3	100	H
MBAI-413	Business Environment	3	100	H
MBAI-414	Statistics for Management	4	100	H
MBAI-415	Risk Management & Insurance	3	100	H
MBAI-416	Principles and Practice of Life Insurance	3	100	H
MBAI-417	Principles and Practice of General Insurance	3	100	H
MBAI-418	Communication Skills Workshop	2	50	H
MBAI-419	Systems Skill Workshop	2	50	H
Total Credits/Marks		26	800	

MBAI-411 MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

Course Objectives

- To familiarize students with the concepts, tools and applications of management
- To provide insights into challenges managers faced today, understand the complex nature of human beings in organizations and equip them with skills to make decisions.

Syllabus

- UNIT-1** Concept and Nature of Management - Managerial Skills - Schools of thought and Value based management – Systems Approach to Management –Levels in Management - Tasks of professional manager- Ethics and Social Responsibilities of Business.
- UNIT-2** Planning – Concept and types- Steps in planning Process – Elements of planning – Decision Making – process and techniques - Management by Objectives (MBO).
Organising- - Organisation Structure and Design – Delegation of Authority and Decentralisation - Formal and Informal Organization - Virtual organisations.
- UNIT-3** Staffing and Directing functions – Controlling - Control Process – Methods, Tools and Techniques of Control. Comparative Management Styles and approaches - Management of Innovation – Entrepreneurial Management – Benchmarking - Management of Diversity.
- UNIT-4** Organizational Behaviour - Definition – basic concepts of OB - SOBC model- Personality and Individual Differences - Perception - Learning– Values, Attitudes and Beliefs – Motivation - Motivation theories – Conflicts & Stress Management.
- UNIT-5** Group Dynamics & Determinants of Group Culture - Leadership – Concept - leadership styles - Organisational Climate and Culture - Organisational Change and Development - Trends in Organisational Behaviour - ICT & its influence on behavioural dimensions.

Text Books

1. Koontz & Weirich, “Essentials of Management: An International perspective”, Tata McGraw-Hill, New Delhi.
2. Stephen P. Robbins Organizational Behaviour , Prentice Hall International.

Reference Books

1. Peter F. Drucker, “The Practice of Management”, Harper Business; Reissue edition.
2. Davis and Newstorm, Human Behaviour at Work, Mc Graw Hill, New York.
3. Fred Luthans, Organisational Behaviour, Tata McGraw Hill, New Delhi.
4. Christopher Grey, A Very Short Fairly Interesting and Reasonably Cheap Book About Studying Organizations, 2nd Edition, University of Warwick.

www <http://aom.org/>; www.obweb.org; <https://www.ahrd.org/>

MBAI-412 MANAGERIAL ECONOMICS

Course Objectives

- To provide an understanding of the techniques of managerial economics for the business and used for business forecasting
- To familiarize the students with the application of economic techniques in decision making and implementation for the business.

Syllabus

- UNIT-1** Nature –scope –significance –techniques of analysis –objectives –theory of firms- Functions of economist-decision making-factors –consumer preferences and utility – economic models –resource allocation-business cycle –decision under risk and uncertainty
- UNIT-2** Demand analysis: Law of demand –functions –types-significance of elasticity of Demand-supply analysis –law of supply-function- significance of elasticity of supply – forecasting techniques
- UNIT-3** 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
- UNIT-4** Market structure: perfect – imperfect competition- monopoly-oligopoly-monopolistic competition –price and output in different competition situations –non price competition –Pricing methods –profit analysis – profit policies
- UNIT-5** Business environment: Economic environment – industrial policies- Exim policies – licensing policies –monetary& fiscal policies –trade policies- tax policies – GST-2017 – competition act 2000- FEMA act- WTO-FDI-consumer protection act -1986- SWOT Analysis of the industries

Text Books

1. Dr. D.M. Mithani, Managerial Economics – Theory and Applications , Himalaya Publishing House, Mumbai(2015)
2. R.L. Versheny and Maheshwari, Managerial Economics (22/e) ,Sultan Chand , New Delhi (2014).

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. Dr. Rithika Shina, Managerial Economics –Theory and Application and Case (2016).

MBAI-413 BUSINESS ENVIRONMENT

Course Objectives

- To enable students, understand the opportunities and challenges of prevailing and desirable global business environment in which business has to operate.
- Provide an understanding of the role of business in society.

Syllabus

- UNIT-1 Economic Environment:** External and Internal Environment - PEST / PESTEL Analysis - Environmental Analysis – Scanning, Monitoring, Forecasting and Assessing the Current and Future Environmental Changes - Liberalization, Privatization and Globalization of Economy - Social, Political and Economic Consequences of globalization - Structure of the Economy, Inflation and GDP.
- UNIT-2 Political and Legal Environment:** Democracy, Political Diversity, Politics and Markets - Bureaucracy, Corruption Level, Societal Outlook and Orientation - Roles of Government: a) Regulatory Role – Fiscal, Monetary and Industrial Policies, Tax Policies, Education and Employment Laws b) Promotional Role c) Entrepreneurial Role d) Planning Role
- UNIT-3 Socio-Cultural Environment:** Population & its Growth Rate, Education Levels, Age Distribution and Life Expectancy Rates - Family Size and Structures, Gender Distribution, Religion, Nationality and Beliefs and Minorities - Social classes and Lifestyle, Average Disposable Income - Attitude towards Product Quality and Customer Service, Buying Habits, Environmental Consciousness, Work and Leisure, Health Consciousness, Risk Taking Ability.
- UNIT-4 Technological Environment:** Basic Infrastructure Level - Energy, Transport, Communication, Science and Technology - Research and Development, Product and Process Innovation, Rate of Technological Change and Penetration Levels, Protection of Intellectual Property Rights - Technological Leadership and Followers, Technology and Competitive Advantage, Time Lags in Technology Introduction, Adaptation, Transfer of Technology
- UNIT-5 Global Environment:** International Relations – MNCs - World Trade Organization, Competition - FDI, FPI, Special Economic Zone - Environmental Issues - Outsourcing and Collaboration - Sustainable Development.

Text Books

1. Francis Cherunilam: Business Environment – Text and Cases, Himalaya Publishing House, New Delhi.
2. Shaikh Saleem, Business Environment, Pearson.

Reference Books

1. Rudder Dutt and Sundharam, K.P.M.: Indian Economy, S. Chand & Company Limited, New Delhi.
2. Misra, S.K. and Puri, V.K.: Economic Environment of Business, Himalaya Publishing House, New Delhi.

MBAI-414 STATISTICS FOR MANAGEMENT

Course Objectives

- To acquire the knowledge of Statistics for decision making analysis.
- To train the students in the data analysis required for business research.

Syllabus

- UNIT-1** Statistics – Scope and Limitations – Frequency Distribution – Measures of Location – Averages - Arithmetic Mean, Median, Mode – Relative Merits and Demerits – Measures of Variation – Standard Deviation – Ideal Measure of Dispersion – Consistency of Data - Coefficient of Variation – Case Study – Problems.
- UNIT-2** Correlation – Types of Correlation – Methods of Correlation – Scatter Diagram – Karl Pearson’s Product Moment Correlation – Spearman’s Rank Correlation – Regression Lines – Properties of Regression Coefficients – Uses of Regression Analysis – Computation of Regression Equations – Prediction and Forecasting - Case Study – Problems.
- UNIT-3** Testing of Hypothesis – Type I and Type II Error – Student t-test – Test for significance of mean - Test for difference between the means (Independent samples) – Paired t-test (Dependent samples) – Z Test - Test for significance of proportion – Test for difference between the proportions – Analysis of Variance (ANOVA) – Case Study – Problems.
- UNIT-4** Non-Parametric Tests – Distinction between Parametric and Non-Parametric Tests – Advantages and Disadvantages of Non-Parametric Test – Chi-Square Test for Independence of Attributes using $m \times n$ Contingency Table – Sign Test for Paired Data – Rank Sum Tests – Mann-Whitney U test – Kruskal-Wallis Test (H test) – Case Study – Problems.
- UNIT-5** Probability – Mutually Exclusive Events and Independent Events – Additive and Multiplicative Laws – Conditional Probability – Baye’s Theorem (Statement Only) – Simple Applications – Mathematical Expectation – Calculation of Mean and Variance - Probability Distributions – Binomial, Poisson and Normal Distributions – Decision making problems.

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.

MBAI-415 RISK MANAGEMENT AND INSURANCE

Course Objectives

- To sensitise the students on risk management and insurance.
- To familiarize the students with insurance business and its environment in India.

Syllabus

- UNIT-1** Risk – Meaning and definition – Risk and uncertainty – Chances of loss – Peril and Hazard - Classification of risks – Historical development of the concept of risk – Techniques of managing risk –Risk pooling-insurable risks vs. hedging – Risk Transfer Methods
- UNIT-2** Risk management – Meaning and objectives – Elements of risk management – Risk - management process – Risk assessment, risk mapping, risk control techniques - techniques of risk financing, insurance as risk transfer – Benefits of risk management – Personal risk management
- UNIT-3** Insurance company operations – Rating and ratemaking – Underwriting – Production – Claims settlement – Reinsurance – Alternatives to traditional reinsurance - - Investments – Other insurance company functions
- UNIT-4** Legal principles in risk and insurance - Principle of indemnity, insurable interest - subrogation, utmost good faith –Assessing loss exposures – property – liability- personnel – Net income – Risk Management decision making process
- UNIT-5** Advanced topics in risk management – Changing scope of risk management – insurance market dynamics – loss forecasting – financial analysis in risk management decision making - Other risk management tools – international risk management – Risk management information systems (RMISs)

Text Books

1. George E. Rejda and Michael J. McNamara (2014), Principles of Risk Management and Insurance (12/e), Pearson Education: New Jersey.
2. Mark S. Dorfman (2008) "Introduction to Risk Management and Insurance", , Pearson Education : New Jersey

Reference Books

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

MBAI-416 PRINCIPLES AND PRACTICE OF LIFE INSURANCE

Course Objectives

- To make the student understand Life Insurance Market in India.
- To acquaint the student with the different aspects of life insurance, its different applications and detailed features.

Syllabus

- UNIT-1** Life Insurance: Meaning – Overview of the Indian life insurance market – Growth of insurance business in India – Life Insurance Organizations – Regulation of life insurance - Principles of life insurance – Personal financial planning and life insurance – Insurance marketing – Insurance agents – Functions – Trends in life insurance distribution channels.
- UNIT-2** Plans of Life insurance: Classification - Different types – Rider benefits – Annuities: Meaning – Different types and feature – Annuity Vs Life Insurance – Group insurance: Importance – Main features – Different types - Linked life insurance policies: Concept of Unit-linked policies – ULIP premium and its break-up – Types of funds in ULIPS – Features of ULIPS – Revival of ULIPS – IRDA guidelines on ULIPS, Postal life insurance.
- UNIT-3** Premiums and Bonuses: Concept of premium – Different types of premium – Factors affecting premium – Mortality table – Construction of mortality tables – Valuation – Methods – Data for valuation – Special reserves and adjustment – Surplus and distribution – Bonus: Different types of bonuses – Surrender value – Non-forfeiture options.
- UNIT-4** Policy documents: Proposal form and related documents - Policy documents – Importance – Format of a policy document – Policy schedule and components – Conditions and privileges in a policy document – Duplicate policies - Premium payment, policy lapse and revival: Premium calculations – Surrender value - Paid up value – Revival of lapsed policies and its types – Assignment, nomination and surrender of policy – Policy servicing.
- UNIT-5** Policy claims: Different types – Survival benefits – Death claims – Maturity claims – Early claims & non-early claims – Documents required for processing early claims – Death due to un-natural causes or accidents – Nomination – Assignment – Waiver of evidence of title – Claims concession clause and extended claims concession clause – Presumption of death – Insurance riders – Types – IRDA regulations w.r.t claim payments.

Text Books

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

Reference Books

1. K.C. Mishra and C.S. Kumar (2009), *Life Insurance: Principles and Practice*, Cengage Learning: New Delhi.
2. G. Krishnaswamy (2009), *A Text Book of Principles and Practice of Life Insurance*, Excel Books: New Delhi.
3. Insurance Institute of India (2007), *Life Insurance (IC-33)*, III: Mumbai.
4. Insurance Institute of India (2008), *Mathematical Basis of Life Insurance (IC-81)*, III: Mumbai.
5. Insurance Institute of India (2013), *Life Insurance Products (CPAIM-IL06(i))*, III: Mumbai.

MBAI-417 PRINCIPLES AND PRACTICE OF GENERAL INSURANCE

Course Objectives

- To make the students understand general Insurance Market in India.
- To acquaint the student with different policies of general insurance.

Syllabus

- UNIT-1** Meaning of General Insurance – The Evolution and Growth of General Insurance – Types of General Insurance – Fundamentals of General Insurance –Recent innovations. Organization and Management of General Insurance Companies – Regulatory Framework for General Insurance in India
- UNIT-2** Fire Insurance: Standard policies – Fire Insurance coverage – Consequential loss (fire) Insurance policies – Declaration policies, Marine Insurance: Marine Cargo policies – Hull policies – Institute cargo clauses – Institute hull clauses – Open policies – Accumulation of risk per location -Motor Insurance: Types of policies – Third party Insurance – Comprehensive coverage – Conditions and Exclusions – premium.
- UNIT-3** Health Insurance and Mediclaim policies, Personal Accident Insurance, Liability Insurance, Burglary Insurance, Rural Insurance covers, Agricultural Insurance Engineering Insurance and its Consequential loss covers, Aviation hull and Aviation liability other Miscellaneous Insurances.
- UNIT-4** Underwriting and Premium Rating: Proposal forms – Cover notes – Certificates of Insurance – Endorsements – Moral and Physical Hazards – Statistics – Spreading of Risks –Premium Rating – Premium Loading.
- UNIT-5** Settlement of Claims: Claim procedure – TPAs – Claim forms – Investigation / Assessment – Essential Claim Documents – Settlement Limitation, Arbitration, Loss Minimization and Salvage.

Text Books

1. Insurance Institute of India – IC 32- Practice of General Insurance

Reference Books

1. Insurance Institute of India – IC 34 – General Insurance
2. 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. H Narayanan, Indian Insurance: A Profile, Jaico Publishing House: Mumbai.
5. K.C. Mishra and G.E. Thomas, General Insurance - Principles and Practice, Cengage Learning: New Delhi.
6. P Periasamy, Fundamentals of Insurance, Vijay Nicole Imprints Private Limited, Chennai.

MBAI-418 COMMUNICATION SKILLS WORKSHOP

Course Objectives

- 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.
- To facilitate experiential learning through use of role plays, presentations and so on.

Syllabus

- UNIT-1 Communication Foundations:** Communication model – relevance and types of managerial communication – communication barriers – ethical communication Professionalism in communication – team communication, meetings, listening, nonverbal communication.
- UNIT-2 Business Writing:** Planning business messages. - Analysing the task, anticipating the audience, adapting the message - Organizing and writing business messages – Patterns of organization – Use of tools such as mind maps – composing the message Revising business messages - Revising for clarity, conciseness and readability – proofreading and evaluating - Writing business proposals and reports.
- UNIT-3 Workplace Communication:** Electronic messages and digital media – Use of audio visuals - Positive messages - Negative messages – structure and patterns in communicating news - Persuasive messages – Developing a sales pitch, Negotiation and conflict resolution - Presentation skills – overcoming stage fright – gaining and retaining the attention.

Text Books

1. Krishnamacharyulu CSG and Lalitha Ramakrishnan, Business communication, Himalaya Publishing House, Mumbai.

Reference Books

1. Asha Kaul, Effective Business Communication, Prentice Hall of India, New Delhi.
2. Mary Munter, Guide to Managerial Communication: Effective Business Writing and Speaking, Prentice Hall: New Delhi.
3. Shirley Taylor : Communication for Business, Pearson, New Delhi.
4. Lesikar, Raymond V., & Flatley, Marie E , “Basic Business Communication – Skills for Empowering the Internet Generation”, Tata McGraw Hill, New Delhi.

MBAI-419 SYSTEMS SKILL WORKSHOP

Course Objectives

- To make the student understand the usage of basic MS Office applications like MS Word, MS Excel and MS Power Point.

Syllabus

- UNIT-1 MS Office fundamentals:** Introducing Office Programs – Word – Excel – Powerpoint – Access – Outlook – OneNote – Other Programs - Installing and updating Office - Using and customizing the Office interface - Entering, editing, and formatting text - Working with graphics and pictures.
MS Word: Working in an appropriate document view - Creating and editing documents - Navigating in Word documents - Searching within a document - Working with complex documents - Applying advanced text-formatting capabilities
- UNIT-2 MS Excel:** What's a Excel workbook? - Navigating in worksheets and workbooks - Entering and filling in data and series - Entering and filling in data and series - Using formulas and functions - Formatting cells and ranges - Customizing the worksheet view - Customizing the worksheet view - Using PivotTables - Manipulating text with functions - Advanced worksheet formatting - Printing a worksheet.
- UNIT-3 MS Power Point:** What's in a PowerPoint presentation? - Working in an appropriate view - Creating and editing a presentation - Saving and sharing a presentation - Adding graphics, video, and audio - Customizing your presentation's design - Customizing your presentation's design - Sharing a presentation with others - Working collaboratively on a presentation - Saving and reusing slides and themes - Creating custom slide shows - Laying the groundwork for an expert presentation.

Text Books

1. Microsoft (2013), *Microsoft Office Inside Out: 2013 Edition*, Microsoft Press: California.

Reference Books

1. Microsoft (2008), *2007 Microsoft Office System: Step By Step*, Microsoft Press: California.
2. Lisa A. Bucki., John Walkenbach., Faithe Wempen., Michael Alexander and Dick Kusleika (2013), *Microsoft Office 2013 Bible*, Indianapolis: John Wiley & Sons.
3. Faithe Wempen (2016), *Microsoft Office 2016 At Work For Dummies*, New Jersey: John Wiley & Sons.

MBA

INSURANCE MANAGEMENT

SECOND SEMESTER

Code	Title	Credits	Marks	H/S*
MBAI-421	Marketing Management	3	100	H
MBAI-422	Human Resources Management	3	100	H
MBAI-423	Accounting & Financial Management	4	100	H
MBAI-424	Operation Management	3	100	H
MBAI-425	Management Information Systems	3	100	H
MBAI-426	Business Research Methods	3	100	H
MBAI-427	Insurance Underwriting	3	100	H
MBAI-428	Insurance Law and Regulations	3	100	H
MBAI-429	Business Analytics Lab	2	50	H
MBAI-430	Minor Winter Project (3 Weeks)	2	50	H
Total Credits/Marks		29	900	

MBA-I-421 MARKETING MANAGEMENT

Course Objectives

- To familiarize the students with the concept, decision areas and tools of marketing
- To help understand the contemporary environmental forces and competitive practices of enterprises.

Syllabus

- UNIT-1** Marketing: Importance – Scope – Core marketing concepts – Marketing orientations – Updating 4 P's of Marketing - Developing marketing strategies and Plans – Modern Marketing Information System – Scanning the Marketing Environment – An overview of Indian marketing environment - Forecasting Demand – Decision Support Systems and Marketing Research – Creating Customer Value and Customer Relationships.
- UNIT-2** Analysing Consumer Markets and Business Markets - Identifying Market Segments and Targets: Bases of Segmenting Consumer and Business Markets – Targeting – Competitive Dynamics – Product Life Cycle Marketing Strategies – Crafting the Brand Positioning – Differentiation Strategies – Building, Measuring and Managing Brand Equity.
- UNIT-3** Product: Concept, Levels, Classification, Differentiation and Hierarchy – Product Systems and Mixes – Products Line Analysis – New Product Development Process – Packaging, Labelling, Warranties and Guarantees – Designing and Managing Services - Price: Concept – Steps in Setting the Price – Adapting the Price – Initiating and Responding to Price Changes.
- UNIT-4** Designing and Managing Integrated Marketing Channels – Channel Design and Management Decisions – Channel Integration and Systems – E-commerce and M-commerce Marketing Practices – Managing Retailing, Wholesaling and Logistics – Types of Retailers – Private Labels – Trends in Wholesaling – Integrated Logistics Systems - Designing and Managing Integrated Marketing Communications: Role - Developing Effective Communications.
- UNIT-5** Marketing Communication Mix – Managing Mass Communications: Advertising - Sales Promotion – Events and Experiences - Public Relations. Managing Personal Communications: Direct Marketing - Interactive Marketing – Word of Mouth - Personal Selling and Sales Force Management – New Developments in Marketing: Sustainability and Ethics – Green Marketing – Social Marketing – Digital Marketing – Social Media Marketing - Relationship Marketing.

Text Books

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileshwar Jha (2013), Marketing Management, 14/e, Pearson Education: New Delhi.
2. Charles W Lamb, Joseph F Hair, Jr, Dheeraj Sharma and Carl McDaniel (2016), MKTG: Principles of Marketing, Cengage Learning: New Delhi.

Reference Books

1. Philip Kotler, Gary Armstrong, Prafulla Y Agnihotri and Ehsan ul Haque (2010): Principles of Marketing, 13/e, Pearson Education: New Delhi.
2. Paul Baines, Chris Fill and Kelly Page (2013), Marketing, Asian Edition, Oxford University Press: New Delhi.
3. V S Rama Swamy and S Namakumari (2014), Marketing Management: Indian Context, Global Perspective, McGraw Hill Education: New Delhi.
4. Rajan Saxena (2016), Marketing Management, McGraw Hill Education: New Delhi.

MBAI 422 HUMAN RESOURCE MANAGEMENT

Course Objectives

- To acquaint students with the concepts and tools of HRM
- To impart skills in decision making with refers to people management

Syllabus

- UNIT-1** HRM- Definition, scope, goals and functions –Organizing HR function- HR function in Services sector – Strategic Human Resource Management - Challenges to Human Resource managers.
- UNIT-2** Man power Planning – Job analysis and job design – Recruitment – and selection Strategies – Placement and Induction-Motivation and morale-Getting commitment to Job- Separation – Downsizing – Retraining and rehabilitation - Empowerment.
- UNIT-3** Training and Development – Training Methods - Career development – Participative management – Quality circles –Gender mainstreaming – Management Development Performance Management and Appraisal- Mentoring - Counselling – Reward Management - Promotion and transfer
- UNIT-4** Compensation – Financial Incentives – Benefits and Services – Employee safety and Health – Managing ethical issues in HR Management – International HRM- e-HRM
- UNIT-5** Employee relations - Settlement and prevention of industrial disputes- Discipline - Tackling absenteeism–Trade unions – Conflict management -- Grievance redressal-collective bargaining.

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 Management, TMH.
4. 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.

MBA-I-423 ACCOUNTING & FINANCIAL MANAGEMENT

Course Objectives

- 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.

Syllabus

- UNIT-1** Financial Accounting - Concepts and Conventions - Types of Accounting - Double entry system - Preparation of Journal, Ledger and Trial balance - Preparation of Final Accounts - Trading, Profit and Loss Account and Balance sheet - Depreciation - Causes and Needs for Depreciation - Methods of Depreciation - Practical Problems.
- UNIT-2** Financial Statement Analysis - Meaning and Interpretation - Types and Techniques of Financial Analysis - Debt Equity Ratio, Stock Turnover Ratio, Gross Profit Ratio, Net Profit Ratio. Marginal Costing - Concepts, Techniques and Applications - Cost Volume Profit Relationship - Break Even Analysis - Practical Problems.
- UNIT-3** Financial Management - Scope and Objectives - Sources of Finance. Capital Budgeting - Investment Decision - Evaluation Techniques - Pay Back, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index - Problems. Measurement of Cost of Capital - Specific and overall Cost of Capital - Practical problems.
- UNIT-4** Leverages - Financial, Operating and Combined Leverages - EBIT and EPS Analysis - Measures of Leverages - Total Risk - Problems. Capital Structure: Capital Structure Theories - Cost of Capital and Valuation - Net Income, Net Operating Income, Modigliani Miler (MM) Approaches - Traditional Approach - Practical Problems.
- UNIT-5** Working Capital - Definition and Theory - Need for Working Capital - Determinants of Working Capital - Practical Problems - Cash Management - Receivables Management. Dividend Decision : Irrelevance of Dividends - MM Hypothesis - Relevance of Dividends - Walter's Model - Gordon's Model - Problems.

Text Books

1. Maheshwari S.N. & Maheshwari S.K. (2006). Fundamentals of Accounting, Vikas Publishing House, New Delhi.
2. I.M Pandey, (2006). Financial Management, Vikas Publishing House, New Delhi.

Reference Books

1. Jawahar Lal (2009). Accounting for Management, Himalayan Publishing House, New Delhi.
2. Gosh T.P (2006). Fundamentals of Accounting, Sultan Chand & Sons, New Delhi.
3. Prasanna Chandra (2006). Financial Management- Theory & Practice, Tata McGraw Hill, New Delhi.
4. Khan and Jain (2014). Financial Management, Tata McGraw Hill, New Delhi.
5. K.C Mishra and R.C. Guria, Financial Management and Insurance Accounting, Cengage Learning, New Delhi.

MBA-I-424 OPERATIONS MANAGEMENT

Course Objectives

- To understand the concepts and techniques of operations management.
- To use the above for improving the operational productivity of organizations.

Syllabus

- UNIT-1** Systems Concept of Production, Types of Production System, Productivity, World Class Manufacturing. Process Planning & Design, Value Analysis/ Value Engineering, Make or Buy Decision. Capacity Planning, Forecasting: Demand Patterns, Measures of forecasting, Forecasting Models: Simple Moving Average Method, Weighted Moving Average, Simple(single) Exponential Smoothing, Linear Regression, Delphi Method.
- UNIT-2** Facility Location: Factors influencing Plant Location, Break Even Analysis. Plant Layout & Materials Handling: Classification of Layout, Advantages and Limitations of Process Layout, Advantages and Limitations of Product Layout, Advantages and Limitations of Group Technology Layout. Layout Design Procedures: Introduction to CRAFT, ALDEP & CORELAP, Material Handling System, Unit Load Concept, Material Handling Principles, Classification of Materials Handling Equipment's - Line Balancing: Concept of Mass Production system, Objective of Assembly Line Balancing, Rank Positional Weight Method - Inventory Control: Review of Basic Models of Inventory, Quantity Discount Model, Implementation of Inventory Systems, Introduction to P & Q system of Inventory.
- UNIT-3** Nature of Aggregate Planning Decisions, Aggregate Planning Strategies, Aggregate Planning Methods: Heuristic Method, Transportation Model for Aggregate Planning. Material Requirement Planning: Product Structure/Bill of Materials(BOM), MRP Concept Single Machine Scheduling: Types of Scheduling, Concept of Single Machine Scheduling, SPT Rule to Minimize Mean Flow Time, Minimizing Weighted Mean Flow Time, EDD Rule to Minimize Maximum Lateness, Flow Shop Scheduling: Introduction, Johnson's Problem, Extension of Johnson's Rule.
- UNIT-4** Work Study: Method Study – Recording Techniques, Steps in Method Study, Principles of Motion Economy, Time Study - Quality Control: Introduction, need for Controlling Quality, Definition of a Quality System, Classification of Quality Control Techniques, Control Charts, Control Charts for Variable, Control Charts for Attributes, C-Chart, Acceptance Sampling: Operating Characteristic Curve (O.C. Curve), Single Sampling Plan.
- UNIT-5** Maintenance Planning and Control: Maintenance Objectives, Types of Maintenance, Basic Reasons for Replacement (Need for Replacement), Group Replacement Vs Individual Replacement – Trade-off - Reliability: Reliability Improvement, Reliability Calculations for systems in series and parallel, Just-in-Time Manufacturing: Introduction-Overview of JIT, Kanban Systems.

Text Books

1. Panneerselvam. R, PRODUCTION AND OPERATIONS MANAGEMENT, 3rd Edition, PHI Learning, Delhi, 2013.

Reference Books

1. Joseph G. Monks: OPERATIONS MANAGEMENT - THEORY AND PROBLEMS, (McGraw Hill).
2. William J. Stevenson: PRODUCTION/OPERATIONS MANAGEMENT, Richard Irwin.
3. Norman Gaither: PRODUCTION AND OPERATIONS MANAGEMENT, (The Dryden Press).
4. Jack R. Meredith, THE MANAGEMENT OF OPERATION, (John Wiley & Sons).
5. S.N. Chary, PRODUCTION AND OPERATIONS MANAGEMENT, (Tata McGraw Hill).

MBAI-425 MANAGEMENT INFORMATION SYSTEMS

Course Objectives

- To make the student understand the role of information systems in business.
- To acquaint the student with the different types of systems used at different organisation levels for decision making.
- To enlighten the students about the ethical issues in information systems implementation.

Syllabus

- UNIT-1** Information Systems in the Digital Age: The Role of Information Systems in Business Today - Perspectives on Information Systems and Information Technology - Understanding Information Systems: A Business Problem-Solving Approach - Types of Business Information Systems - Systems for Collaboration and Teamwork - The Information Systems Function in Business.
- UNIT-2** Achieving Competitive Advantage with Information Systems: Competing on a Global Scale - Competing on Quality and Design - Competing on Business Processes. Information Technology Infrastructure: IT Infrastructure – Managing Hardware, Software and Storage – Cloud Computing: Definition – Managing the Cloud.
- UNIT-3** Foundations of Business Intelligence: Databases and Information Management - The Database Approach to Data Management and Managing Data Resources - Telecommunications, the Internet, and Wireless Technology - Securing Information Systems: System Vulnerability and Abuse - Business Value of Security and Control - Technologies and Tools for Protecting Information Resources.
- UNIT-4** Key System Applications for the Digital Age: Enterprise Systems - Supply Chain Management Systems - Customer Relationship Management Systems - E-commerce and the Internet: The Mobile Digital Platform and Mobile E-commerce – E-tailing and Benefits - Decision Making and Information Systems: Intelligent Systems for Decision Support - Systems for Managing Knowledge.
- UNIT-5** Building and Managing Systems: Problem Solving and Systems Development - Alternative Systems - Building Approaches - Modelling and Designing Systems - Project Management - Ethical and Social Issues in Information Systems.

Text Books

1. Kenneth C Laudon and Jane P Laudon (2013), *Essentials of Management Information Systems*, 10/e, Pearson Education: Delhi.
2. Efrain Turban, Linda Volonino and Gregory R Wood (2015), *Information Technology for Management: Digital Strategies for Insight, Action, and Sustainable Performance*, 10/e, Wiley: USA.

Reference Books

1. David Kroenke and Randall J Boyle (2017), *Using MIS*, 9/e, Pearson Education: New York.
2. Ralph M Stair and George W Reynolds (2018), *Principles of Information Systems*, Cengage Learning: USA
3. Kenneth J. Sousa and Effy Oz (2015), *Management Information Systems*, 7/e, Cengage Learning: USA.
4. James A. O'Brien and George M. Marakas (2011), *Management Information Systems*, 10/e, McGraw Hill Irwin: New York
5. Rahul De (2012), *MIS: Management Information Systems in Business, Government and Society*, Wiley: New York.

MBA-I-426 BUSINESS RESEARCH METHODS

Course Objectives

- To understand the concept and process of research in business environment.
- To know the tools and techniques of research in management organization.

Syllabus

- UNIT-1** Business research – Meaning – Objectives – Types – The nature of business and management research – Information technology and business research – Business research process – Formulating and clarifying the research topic – Formulating research design – Exploratory, descriptive and casual research – Ethical issues in business research.
- UNIT-2** Measurement and scaling – Levels of scale measurement – Criteria for good measurement – Attitude measurement – Techniques – Types of scales – Questionnaire design – Basic considerations - Sampling design – Meaning – Steps in sampling design process – Types of sampling techniques – Errors in sampling – Primary and secondary data – Sources – Data collection – Secondary data types and uses – Collecting primary data thorough various methods –
- UNIT-3** Data preparation – Editing and coding – Classification and tabulation – Representation of Data – Charts and diagrams – Frequency distribution – Histogram – Frequency curve - Bar diagram and Pie charts – Basic Data analysis – Experimental designs – Types of experimental designs – Ethical issues experimental designs - Analysis of experimental data.
- UNIT-4** Multivariate data analysis – Dependence analysis: multiple regression, discriminant analysis, canonical correlation analysis, path analysis and conjoint analysis – Interdependence analysis: factor analysis, multidimensional scaling and cluster analysis.
- UNIT-5** Use of software in data preparation and analysis: MS Excel 2007, SPSS 20.0 – Presentation of results - Research report – Oral and written reports – Advantages and disadvantages – Components and format of written research reports – Content for preparation of power point slides for oral presentation.

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. Mark Saunders, Philip Lewis and Adrian Thornhill (2009), Research Methods for Business Students (5/e), Pearson Education: London.
2. Donald R. Cooper, Pamela S. Schindler and J.K. Sharma (2012), Business Research Methods (11/e), Tata McGraw-Hill: New Delhi.
3. Uma Sekaran and Roger Bougie (2011), Research Methods for Business: A Skill Building Approach, Wiley India: New Delhi.
4. Panneerselvam. R (2009), Research Methodology (1/e), PHI Learning: New Delhi.
5. John Walkenbach (2007), Microsoft Office Excel 2007: Bible, Wiley Publishing: Indianapolis.
6. Andy Field (2009), Discovering Statistics Using SPSS Statistics (3/e), Sage Publications: London.
7. Mathukutty M. Monipally and B.S. Pawar (2013), Academic Writing: A Guide for Management Students and Researchers, Response Books: New Delhi.

MBAI-427 INSURANCE UNDERWRITING

Course Objectives

- To familiarize the students with the concept , principles and practices ,procedure adopted by insurer in underwriting all classes of non-life insurance

Syllabus

- UNIT-1** Introduction –profile of underwriter –purpose-objectives-importance-process-Functions-policy forms –retention and reinsurance-types of under writers –decisions.
- UNIT-2** Classification of General insurance products: underwriting new business-scrutiny of Proposals-limits-acceptance-components for product evaluation-IRDA considerations-Review –classification of products
- UNIT-3** File & Use regulations: Goals regulatory supervision-filing of rates & policy forms-approval-file & use –use & file –Rate making-rate structure –processing –mathematical equations-pure premium and loss ratio method
- UNIT-4** protection of policy Holder’s interest: IRDA protection of policy Holder’s interest regulations 2002 and amendments 2017- point of sales- proposal- grievance redressal procedure –policy content-claims procedures-servicing-mutual obligation-policy holder awareness-disclosure by insurers.
- UNIT-5** IT applications in underwriting: IT system services – customer relationship management-Technology & Underwriting – Business process automation-web based technologies –benefits of technology based underwriting.

Text Books

1. Insurance institute of India –IC-45 General insurance underwriting

Reference Books

1. Advanced underwriting techniques, Joseph Margan & Harrison Connor
2. General insurance for information technology professionals , Martin Frappoli
3. Study on distribution functions in general insurance & Role of intermediaries , Arun Agrawal /P R Rao.

MBAI-428 INSURANCE LAW & REGULATIONS

Course Objectives

- To introduce the student with insurance laws and regulations
- To make them understand the controlling authorities existing in insurance industry.

Syllabus

- UNIT-1** Source of law –definition- statute - common law-justice in India –various laws and Acts –RTI act- cyber laws act –prevention of money laundering act-insurance act 1938- LIC act 1956- IRDA act -1999-protection of consumer interest act 1986-arbitration and conciliation act1996- arbitration and conciliation act 1996 -GST act 2017
- UNIT-2** Law of contract: Elements of contract- consensus–aid-idem-life insurance Contract-provisions-proposal-conditions and privileges of policy
- UNIT-3** Group insurance and other schemes: Group life insurance-superannuation-gratuity-reinsurance-key man and property insurance –rights under life insurance – nomination-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 prohibitory rules- insurance intermediaries- 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'.

MBA-I-429 BUSINESS ANALYTICS LAB

Course Objectives

- To enable the students to know about the information needs of Management
- To introduce the concepts of data analysis methods
- To have hands-on training of Statistical Data Analysis through MS-EXCEL

Syllabus

- UNIT-1 Basics of Statistics and Excel:** Basic Statistical Terms - Population and Sample (Theory), Understanding Data-Qualitative Vs Quantitative Data / Continuous vs Discrete (Theory) - Measurement Scales - Nominal, Ordinal, Interval & Ratio Types of Data in Excel - Text, Numbers, Date/Time, Logical (Excel) - Understanding Formulas and Functions (Excel) - Relative vs Absolute Reference (Excel), Basic Formulas, Functions and Named Ranges (Excel).
Descriptive Statistics: Descriptive Statistics - Summary statistics [Mean/Median/Mode/Quartiles, Percentiles /Standard Deviation / Coefficient of Variation/Measures of Skewness & Kurtosis Installing Data Analysis Pack and Calculating Descriptive Statistics (Excel)
Data Visualization: Importance of data visualization- types of charts Bar/Pie Charts -Histogram -Box and Whisker Chart -Scatter Diagram (Excel)
- UNIT-2 Basic Probability Concepts and Probability Distributions:** Basic Probability Concepts - Types - Rules - Concept of Bayes' theorem Probability Distribution - Types (Discrete, continuous) -Random variable -Use of expected value in Decisions making - Binomial Distribution - Poisson 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** 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.
- UNIT-4** 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/ correlation / regression / chi-square / ANOVA.
- UNIT-5** Introduction to Multivariate Data analysis: Factor Analysis - Cluster Analysis-Multiple Regression-MANOVA -Discriminate Analysis -Conjoint Analysis.

Text Books

1. David M. Levine and David F. Stephan and Kathryn A. Szabat (2017), *Statistics for Managers Using Microsoft Excel*, 8/e, New Delhi: Pearson Education.

Reference Books

1. Neil J Salkind (2017), *Statistics for People Who {Think They} Hate Statistics Using Microsoft Excel 2016*, 4/e, California: Sage Publications
2. Andy Field (2009), *Discovering Statistics Using SPSS Statistics* (3/e), Sage Publications: London.

MBA

INSURANCE MANAGEMENT

THIRD SEMESTER

MBAI-511	Strategic Management	3	100	H
MBAI-512	Fire and Consequential Loss Insurance	3	100	H
MBAI-513	Marine Insurance	3	100	H
MBAI-514	Insurance Actuarial Services	4	100	H
	Insurance Elective – I (Compulsory)	3	100	S
	Functional Elective – I (Marketing / HR /Finance)	3	100	S
	Functional Elective – II (Marketing / HR / Finance)	3	100	S
MBAI-515	Summer Project (6 Weeks) (100 Marks for Project Report + 50 Marks for Project Viva)	5	150	H
Total Credits/Marks		27	850	

MBAI-511 STRATEGIC MANAGEMENT

Course Objectives

- To familiarize students with the frame-work and process of strategic management
- To develop an understanding of tools and techniques of strategic management.

Syllabus

- UNIT-1** Strategic Management – Concept and significance –Strategic Management Process – Components of strategic management model- Mission Vision and Objectives – Balanced score card of objectives.
- UNIT-2** Environment and Strategy interface- Scanning external environment – Industry Analysis- Opportunities and threats analysis- Internal Analysis-core competencies- SWOT Matrix - Porter’s Five Forces Model -McKinsey’s 7s frame work.
- UNIT-3** Strategic alternatives- BCG and GE Models- Concepts of Synergy- Corporate, Business and Functional Level Strategies- Generic (Overall cost leadership, Focus and differentiation) and Grand Strategies-Growth strategies (Diversification and integration) -Turnaround strategy -Outsourcing.
- UNIT-4** Strategy Implementation -- Structure – Power politics and Leadership – Culture- Values and ethics -Managing change
- UNIT-5** Strategic Control: Guiding and Evaluating the Strategy – Role of Board of Directors- Planning and Resource allocation -Corporate Governance – Corporate Social Responsibility.

Text Books

1. J A Pearce II and R B Robinson Jr: Strategic Management formulation, implementation and control , Tata McGraw Hill, New Delhi.

Reference Books

1. Arthur Sharplin, Strategic Management, McGraw Hill, New York.
2. Wheelen and Hunger, Strategic Management, Pearson education, Singapore.
3. Upendra Kachru, Strategic Management, Excel Books,Mumbai.
4. R Srinivasan, Strategic Management :The Indian Context, Prentice Hall India:
5. Mishra R.K. & Geeta Rani D, Corporate governance Theory & Practice, Excel Books, New Delhi.

MBAI-512 FIRE AND CONSEQUENTIAL LOSS INSURANCE

Course Objectives

- To provide the conceptual understanding of fire and consequential loss insurance.
- To familiarise the student with claims procedures and related regulations in fire policies.

Syllabus

- UNIT-1** Fire policy - Basic Principles - Insurable Property - Basic Principles - Terms relating to sum insured - Fire tariff and its sections - Standard fire & special perils policy - Insured perils - General exclusions - Conditions - Add-on covers and special policies - Special clauses - Fire hazards and fire prevention - Hazard-based risk classification - Fire Protection Systems - Good Housekeeping.
- UNIT-2** Fire Tariff Rules & Rating - Standard fire & special perils policy - Partial insurance - Mid-term cover - Rating - List of hazardous goods - Classification of Goods - Documents - Warranties & clauses - Policy schedule - Endorsements - Renewal notice - Underwriting: Definition - Reinsurance objectives & types - Reinventing the principles of underwriting.
- UNIT-3** Claims legal aspects - Essentials of processing & settlement of claims - Onus of proof - Doctrine of proximate cause - Insured perils - Excepted perils - Rights of insurers - Warranties - Ex-gratia payments - Without prejudice - Claims procedural aspects - Registration - Appointment of surveyor - Preliminary survey report - Process of surveying & loss assessment - Final survey report - Assessment of Loss.
- UNIT-4** Consequential loss insurance - Object of consequential loss insurance - Basis of profits insurance - Measure of indemnity - Indemnity period - Sum insured - Examples of standing charges - The C.L. policy - Material damage proviso - Particulars in the policy schedule - The specification - Adjustment clause - Variations & special circumstances - Return of premium - Losses not payable.
- UNIT-5** Consequential loss insurance - Components of Rate of Premium - Basis rate - C.L. rate - Extensions of Cover - Insured property at other locations - Damage at supplier's premises - Insurance of wages - Auditor's fees - Claims procedure - Specialised policies & overseas practice - Oil & petrochemical plants insurance - System & provisions of erstwhile special tariff on petrochemical risks - Industrial all risks insurance policy details.

Text Books

1. Insurance Institute of India (2010), *Fire and Consequential Loss Insurance (IC-57)*, III: Mumbai.

Reference Books

1. Insurance Institute of India (2008), Hazards of Specific Industries (IC-51), III: Mumbai.
2. Insurance Institute of India (2008), General Fire Hazards (IC-52), III: Mumbai.
3. Insurance Institute of India (2008), Fire Insurance Underwriting, (IC-54), III: Mumbai.
4. Insurance Institute of India (2008), Fire Insurance Claims (IC-56), III: Mumbai.
5. Tariff Advisory Committee Regulations- All India Fire Tariff (AITF) (2001)

MBAI-513 MARINE INSURANCE

Course Objectives

- To provide conceptual understanding of marine insurance.
- To familiarize the student with different laws relating to marine insurance.

Syllabus

- UNIT-1** History of Marine Insurance market in(U.K.), Marine Insurance Market in India – Parties to a contract and role of intermediaries – Contracts of Sale - Incoterms – Finance for trade (bill of exchange, documentary credits etc.
- UNIT-2** Marine Insurance Act, 1963 –The Institute Cargo Clauses (ICC – A, B & C) - The Indian Carriage of Goods by Sea Act, 1925 - The Indian Railways Act, 1890, Indian Carriage by Air Act, Merchant Shipping Act - Multi-modal Transportation Act.
- UNIT-3** Scope & Policy Terms & Conditions for Cargo Insurance – Underwriting and rating factors in Cargo Insurance – Containers – Pallets and multi-modal transport systems and the particular characteristics of these systems - Types of Losses and the measure of indemnity applicable to them – Presentation – adjustment and settlement of claims in respect of Cargo, Hulls, Freight, Collision liabilities, General Average, salvage and salvage charges, particular charges including sue and labour.
- UNIT-4** Scope & Functions of Insurance Surveyors & Average Adjusters - Exchange control regulations regarding payment of claims - Purpose – Scope - Application – Effect on claims settlements of abandonment – Subrogation – Recoveries - Common types of vessels including their operating and risk characteristics – Types of policies to cover ship owner’s insurable interests.
- UNIT-5** Salient features of Institute Time Clauses Hulls (1.10.83) – Hull underwriting and rating – P & I cover in general freight insurance – Types of maritime frauds and precautionary measures for their prevention – Insurance of Sailing and Fishing Vessels.

Text Books

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

Reference Books

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

MBA-I-514 INSURANCE ACTUARIAL SERVICES

Course Objectives

- To acquaint the students with the basic knowledge of actuarial services.
- To train the students for premium calculation in life insurance.

Syllabus

- UNIT-1** Compound Interest – Accumulated Value – Present Value – Nominal and Effective Rates of Interest – Effective Rate corresponding to a Nominal Rate and vice-versa – Varying rates of interest – Numerical problems – Annuity – Types of Annuities – Present Value and Accumulated Value of Deferred Annuity Certain and Annuity Due – Simple Problems.
- UNIT-2** Redemption of Loan – Repayment of Loan by Uniform Instalments – Redemption of Loans by a Sinking Fund – Lender's Sinking Fund – Office Premiums – Surrender Value – Miscellaneous Problems – Applications.
- UNIT-3** Mortality Table – Definition – Uses – Columns and Construction of Mortality Tables – Complete and Incomplete Mortality Tables – Probabilities of Survival and Death – Complete Expectation of Life and Central Death Rate – Ultimate and Aggregate Mortality Tables – Illustrative Examples – Recent Developments on Mortality Tables.
- UNIT-4** Life Assurance Premiums – Assurance Benefits – Mortality Table Approach versus Probability Approach – Pure Endowment Assurance – Endowment Assurance – Temporary Assurance or Term Assurance – Interrelationship – Whole Life Assurance – Double Endowment Assurance – Commutation Functions – Simple Problems and Applications.
- UNIT-5** Net Premium for Assurance Plans – Natural Premium – Level Annual Premium – Computation of Level Annual Premium and Net Annual Premium – Simple Problems – Net Premium for Annuity Plans – Immediate Annuities – Deferred Annuities – Illustrative Examples – Premium Conversion Tables – Uses and Applications.

Text Books

1. Foundation of Actuarial Science – IC 28, Insurance Institute of India, 2011

Reference Books

1. Mathematical Basis of Life Assurance – IC 81, Insurance Institute of India, 2000.
2. Schaum's Outline of Mathematics of Finance, Second Edition, McGraw Hill, 2011.

MBA

INSURANCE MANAGEMENT

THIRD SEMESTER

LIST OF ELECTIVES

LIST OF ELECTIVES (Select any THREE papers)				
Code	Insurance Management	Credits	Marks	H/S*
MBAI-5I01	Agriculture & Rural Insurance	3	100	S
MBAI-5I02	Cyber & Liability Insurance	3	100	S
MBAI-5I03	Engineering Insurance	3	100	S
MBAI-5I04	Group Insurance & Retirement Benefit Schemes	3	100	S
Code	Marketing Management	Credits	Marks	
MBAI-5M01	Product & Brand Management	3	100	S
MBAI-5M02	Sales & Distribution Management	3	100	S
MBAI-5M03	Advertising & Sales Promotion	3	100	S
MBAI-5M04	Rural Marketing	3	100	S
Code	Human Resource Management	Credits	Marks	
MBAI-5H01	HR Planning & Corporate Social Responsibility	3	100	S
MBAI-5H02	Training & Development	3	100	S
MBAI-5H03	Performance & Reward Management	3	100	S
MBAI-5H04	Organisation Development	3	100	S
Code	Finance Management	Credits	Marks	
MBAI-5F01	Financial Services & Institutions	3	100	S
MBAI-5F02	Security Analysis & Portfolio Management	3	100	S
MBAI-5F03	Corporate Tax Management	3	100	S
MBAI-5F04	International Financial Management	3	100	S

MBAI-5101 AGRICULTURAL & RURAL INSURANCE

Course Objectives

- To provide a broad overview of Agricultural and rural insurance in India.
- To familiarize the students with products in rural insurance.

Syllabus

- UNIT-1** Indian agriculture: Introduction - Agriculture in India – leader - distribution and indicators - agricultural in the post independence era – agricultural census – modernisation
- UNIT-2** Risk in Agriculture: Risk in Agricultural and coping mechanism- climate change and agriculture crop insurance - schemes in India – Types of Agricultural insurance - NAIS- premium rating in crop insurance-mNAIS –WBCI
- UNIT-3** crop insurance: Design consideration - concepts - agricultural insurance Vs Agricultural relief approaches to crop insurance - crop insurance – design and operations - weather based crop insurance model
- UNIT-4** IRDA regulations in rural insurance: Livestock - types of cattle – buffaloes - Characteristics – classification - cattle insurance – market-market agreements – schemes-poultry – comprehensive coverage – duck insurance – exclusions
- UNIT-5** Miscellaneous Agricultural insurance Schemes: pet insurance - sheep – goat – pig – elephant - agricultural pump set-cart-hut-gobar gas plant - lift irrigation insurance – comparative package for tribal

Text Books

1. Insurance Institute of India – IC 71- Agricultural Insurance

Reference Books

1. Mishra & Promod ,Agricultural risk Insurance & Income , The maritime and Insurance Book shop
2. Dr.S S Raju & Dr.Ramesh Chand , Agricultural Risk & Insurance in India ,NCAEPR , New Delhi
3. Deshpande S.P, Rural insurance business : Potentially and marketing, National insurance academy , 1999

MBAI-5I02 CYBER & LIABILITY INSURANCE

Course Objectives

- To provide the conceptual understanding of Cyber & liability insurance
- To introduce student with various aspects of a policies including its coverage, structure and rating parameters

Syllabus

- UNIT-1 Introduction to Cyber & Liability Insurance** – Cyber & Liability insurance and its historical background - Basic principles of insurance and their applicability for liability insurance - Scope and special features of liability insurance
- UNIT-2 General Public Liability (Industrial / Non – Industrial Risks)** Industrial and non-industrial 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 – Who is an insured? - 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.

MBAI-5103 ENGINEERING INSURANCE

Course Objectives

- To provide a comprehensive understanding of various aspects of engineering insurance

Syllabus

- UNIT-1** Development of Engineering Insurance and Relevant Legislation: Historical background – Development of Engineering Insurance in the international & the Indian Market – Statutes & Regulations that affect conduct of business in India. Classes of Business, Special Characteristics, Principles and Practices of Engineering Insurance.
- UNIT-2** Types of Plant, Machinery, Equipment & Associated Hazards: Plant, machinery & equipment commonly found in all types of industries – their usage and associated hazards – Electrical machinery and hazards, Power plants and associated hazards.
- UNIT-3** The Project stages, The Works Contract & Other contracts: Project Stages – Need, feasibility study, project planning, call for tender, award of contract, land acquisition and site preparation, transportation of project property, site activities and defects liability period – The works contracts – Other contracts.
- UNIT-4** Contractor's All risks Insurance - Contractor's Plant & Machinery Insurance - Machinery Insurance - Boiler & Pressure Plant Insurance - Electronic Equipment Insurance - Object – Scope of Cover – Supplementary covers – Exclusions – Sum insured - Assessment of risk and technical control –Rating structure – Instalment premium – Claims control.
- UNIT-5** Special Types of Engineering Insurance Covers in International - Markets: Comprehensive Project Insurance (CPI) – Comprehensive Machinery Insurance (CMI) – Construction Annual Floaters – Machinery Leasing insurance – Aero engine breakdown insurance.

Text Books

1. Insurance Institute of India – IC 77- Engineering Insurance
2. Engineering Insurance Its Principles and Practice , R. H. Procter

Reference Books

1. Machinery Loss Prevention Handbook, Munich Re,
2. Principles of property and pecuniary insurances incorporating construction and engineering insurances, CII.

MBAI-5104 GROUP INSURANCE & RETIREMENT BENEFIT SCHEMES

Course Objectives

- To acquaint the students with the different kinds of group insurance and super annuation benefits and its different financing models.
- To provide the students an insight into the different types of group insurance concepts and administration methodologies.

Syllabus

- UNIT-1** Introduction: Retirement Benefit Schemes – Object of Employee Benefit Schemes – Service Benefits through insurance contracts – Segments of Group Schemes Market – Development of Employee-benefit schemes – Schemes of Group Insurance – Insurable interest in group insurance scheme policies.
- UNIT-2** Superannuation Schemes: Object of the scheme – Development of superannuation schemes – Pension as a retirement benefit – Different ways of arranging pension schemes – Approved Schemes – Unapproved schemes – Minimum membership – Pattern of benefits – Pension on normal retirement – Commutation of pension – Annual premium costing – Cash accumulation system.
- UNIT-3** Group Life Insurance Schemes: Object of scheme – Development of scheme – Group insurance vis-à-vis individual insurance – Conditions for eligibility of group insurance – Eligible groups – Financial aspects of group insurance – Group selection – Benefits of group insurance – Group insurance scheme in-lieu of E.D.L.I. Scheme 1976 – Group creditor insurance – Level premium temporary Assurance plan – Group insurance from non-employee groups.
- UNIT-4** Gratuity Schemes: Object of the gratuity scheme – Evolution of gratuity as a Service benefit – Nature of liability – Need for funding gratuity liability – Different ways of funding gratuity liability – Payment by employer – Trustee administered scheme Vs Insured Scheme – Life Insurance Benefit – Recognised Provident fund – Employees Provident Fund Scheme – Administration – Employees Family pension scheme – Employees deposit – linked scheme.
- UNIT-5** Taxation Treatment of provisions for Retirement Benefits: Why tax relief – Recognised Provident funds – Income Tax Relief – Approved super annuation schemes – Exemption from tax on gratuity – Group Insurance Schemes – Taxation under group insurance schemes. Group schemes and Data Processing: The Computer – Computer equipment – Computer systems for Administration of group schemes – Group insurance schemes – Group gratuity schemes – Group superannuation schemes.

Text Books

1. Insurance Institute of India (2013), Group Insurance and Retirement Schemes (IC-83), III: Mumbai.

Reference Books

1. ICAI (2008), Pension Plans, The Institute of Chartered Accountants of India: New Delhi.
2. Marco Micocci, Greg N. Gregoriou and Giovanni Batista Masala (2010), IPension Fund Risk Management: Financial and Actuarial Modelling, (5/e), CRC Press: USA.
3. Moshe A. Milevsky (2004), The Calculus of Retirement Income: Financial Models for Pension Annuities and Life Insurance: Cambridge University Press: New York.

MBAI-5M01 PRODUCT AND BRAND MANAGEMENT

Course Objectives

- To familiarise students with the role of products and brands in marketing strategy
- To understand the development process of products and brands
- To develop skills of analysing different brand perspectives and assessing the value addition by brands

Syllabus

- UNIT-1** Product management- Product in Marketing mix- Product levels- product characteristics and classifications- Product and services differences- Product mix and product lines- Product line management – Product life cycle management - product innovations and consumer adoption process.
- UNIT-2** Creating Brands: Brand creation- Brand name Decision- Brand structure/ architecture- Brand Hierarchy- Brand positioning- Brand repositioning strategies.
- UNIT-3** Image creation – Brand awareness- Brand personality – Elements of brand personality- Brand identity- Concept and sources- Designing Brand identity – Kepferer's brand identity prism –Brand image
- UNIT-4** Brand management strategies – Brand mix and portfolios- Brand promotion strategies – Brand extension: Meaning and types - Brand reinforcing and revitalisation – Brand loyalty
- UNIT-5** Brand equity- definition and significance – Brand equity models – Building brand equity, brand value and strength, -Measuring brand equity- Cost based, Price based and customer based.

Text Books

1. Ramanuj Majumdar : Product Management in India , Prentice Hall

Reference Books

1. Kenneth B Kahn: New Product Planning, Sage Publications,
2. Kevin Lane Keller: Strategic Brand Management, Prentice Hall,
3. Mathur.U.C : Product & Brand Management, Excel
4. Aakar David A, Managing Brand Equity, New York,
5. Subrato Sen Gupta : Brand Positioning, Macmillan Publishing company:

MBAI-5M02 SALES & DISTRIBUTION MANAGEMENT

Course Objectives

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

Syllabus

- UNIT-1** Introduction to sales & distribution Management –sales management concepts – scope- issues in sales management –distribution management-concepts –scope-difference between channel and physical distribution
- UNIT-2** personal selling-theories of selling-process –selling & sales promotion –selling functions- buying decisions process –sales forecasting and control-sales budget & quotas
- UNIT-3** sales force management- recruitment –selection-training –motivation-compensation – controlling sales force
- UNIT-4** Channels of distribution: Distribution management –need-marketing channels-selecting channels of distribution-motivating channels- cooperation –conflict-competition
- UNIT-5** logistic & supply chain management –scope-logistic activities –inventory-developing logistics strategies – international sales and distribution management.

Text Books

1. Krishna K. Havaladar and Others – Sales and Distribution Management.
2. Richard R.Still, Cundiff,Govoni, sales management,5/e Prentic Hall of India , New Delhi,2008.

Reference Books

1. Bert Rosenbloon , Marketing channels ,7/e Cengage learning , New Delhi.
2. Louis W. Stern and Ansar – Marketing Channels.
3. Dr. Matin Khan – Sales and Distribution Management.
4. S.A. Chunawala – Sales and Distribution Management.
5. Mark W Johnstan and Others. – Sales Force Management.

MBAI-5M03 ADVERTISING & SALES PROMOTION

Course Objectives

- To introduce the basic concepts of advertising and sales promotion and how business organisations and other institutions carry out such activities.

Syllabus

- UNIT-1** Introduction to Advertisement: Concept –definition-scope-Objectives-functions-principles of advertisement – Social, Economic and Legal Implications of advertisements – setting advertisement objectives –.
- UNIT-2** Advertisement Media: Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling, design and execution of advertisements -Message development – Different types of advertisements – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio, T.V., Social Media and Web advertisements.
- UNIT-3** Media Research – Testing validity and Reliability of ads – Measuring impact of advertisements - Advertisement Agencies – Selection and remuneration – Advertisement campaigns.
- UNIT-4** Sales Promotion: Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion techniques –Designing of sales promotion campaign – sales promotion national and international promotion strategies.
- UNIT-5** Integrated promotion – Coordination within the various promotion techniques – Online sales promotions. Integrating PR in to Promotional Mix-Marketing Public Relation function- Process of Public Relations Difference between Marketing, PR and Publicity - Social publicity –Publicity Campaigns.

Text Books

1. George E Belch and Michel A Belch, Advertising & Promotion, Tata McGraw Hill, 7th edition, 2010

Reference Books

1. S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 2001.
2. Kenneth Clow, Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 2003.

MBAI-5M04 RURAL MARKETING

Course Objectives

- To provide the conceptual understanding of rural marketing.
- To familiarise the student with rural marketing practices followed by corporate companies.

Syllabus

- UNIT-1** Rural marketing: Definition and scope – Significance of rural marketing – Growth of urban and rural areas – Difference between urban and rural marketing – Role of rural marketing in economic development.
- UNIT-2** Consumer profile and behavioural patterns – Consumer characteristics and influence – Buying models – Segmentation and positioning – Marketing research techniques in rural marketing.
- UNIT-3** Product strategy: Decisions with rural orientation and branding and packaging decisions – Innovation, diffusion and adoption – Launching of new products in rural areas.
- UNIT-4** Pricing – Pricing strategies – Price changes and modifications – Distribution – Direct selling – Selling through intermediaries – Role of cooperatives and other institutions.
- UNIT-5** Promotion – Promotional mix with rural orientation – Strategies of personal selling – Sales promotion and publicity – Rural advertising.

Text Books

1. CSG Krishnamacharyulu and Lalitha, R (2013), Rural Marketing: Text and Cases, Pearson Education: New Delhi.

Reference Books

1. Sukhpal Singh, Rural Marketing Management (Vikas).
2. Badi and Badi, Rural Marketing (Himalaya).

MBAI-5H01 HR PLANNING & CORPORATE SOCIAL RESPONSIBILITY

Course Objectives

- To introduce the concepts of human resources planning at macro and micro level
- To sensitize students with social responsibility of corporate enterprises
- To provide a holistic view of developing human resources for the benefit of organisations and society.

Syllabus

- UNIT-1** Introduction – Significance – HRP Process– Strategic Human Resource Planning –Macro and Micro Human Resource Planning – Labour Market Analysis – Human Resource Inventory – Human resources information system
- UNIT-2** Human Resource Planning – Job Analysis – Human Resource Planning Models and Techniques –Analysis of Human Resource Supply – Wastage Analysis – Retention – Redeployment and Exit Strategies.
- UNIT-3** Recruitment : Sources and Evaluation, Selection : Procedures –Techniques – Factors Influencing - Recruitment and Selection – Placement – Induction – Training.
- UNIT-4** Career Planning and Development – Succession Planning – Performance Appraisal and Development – Transfer, Promotions and Job Rotation- Human resources accounting.
- UNIT-5** Corporate social responsibility – definition- Levels of CSR- Theories of CSR – For and against CSR-CSR and legal obligations- CSR issue identification – CSR Implementation and evaluation.

Text Books

1. Belcourt, M., & McBey, K. (2016). *Strategic human resource planning*, Toronto, ON: Nelson Education

Reference Books

1. Deepak Kumar Bhattacharya : Human Resources Planning (Excel Books)
2. Monica Belcourt and Kenneth J McBey : Strategic Human Resource Planning (Thomson)
3. Gordon, Mc Beath : Effective Human Resource Planning (Infinity Books)
4. Gareth Stainer : Manpower Planning (Heinemann)
5. Thames H. Pattern : Manpower Planning and Development of Human Resources (John Wiley)

MBAI-5H02 TRAINING & DEVELOPMENT

Course Objectives

- To provide conceptual understanding of Training and Development.
- To impart skills of training and development with the students and practice in the real life situations.

Syllabus

- UNIT-1** Introduction to training and development, The Context of Training and development, Instructional System Design (ISD) Model of Training and Development. Strategic training: Role of Training, Organizational characteristics influencing training, Strategies in Training needs and Assessments, Establishing training departments- Models.
- UNIT-2** Training Need Assessment- Methods, Sources and Process, TNA Framework, Pearson Analysis. Training Design- Training Objectives, The Purchase – or –Design Decision, Training Content, Training Methods – Overview of Traditional and Computer Based Training (CBT) Methods. Management Development- Meaning, Importance, Models of Management Skill Development Methods.
- UNIT-3** Training implementation: The lesson plan, The traditional Trainees, Training and Development – Materials, Equipments, Site Preparation, Scheduling, Delivery, Gagne's Nine Events of Instruction. Training instrument / Tests- Myers Briggs Type Indicator, Tests for Selection and Training, Passive, Aggressive and Assertiveness, FIRO-B Questionnaire.
- UNIT-4** Evaluation of Training & Development Methods, Kirkpatrick's framework, Reaction evaluation, The performance Grid, Cost-Benefit analysis and Return on investment, Why to conduct evaluation, Barriers to training Evaluation, Types and Models.
- UNIT-5** Training and Development Programmes: Organizational Training- Technical Skills Training, Cross- Cultural Training, Diversity Training, Approaches to employee development, Management Development and Future Trends.

Text Books

1. Nike Blanchard P, James W Thaker, Anand Ram V, Effective training- Systems, Strategies, and Practices, Pearson Education, New Delhi, 4th Edition, 2012.
2. Raymond A None, Employee Training and Development, The Mc Graw-Hill Companies, New Delhi 4th Edition 2008.

Reference Books

1. Steve Truelove, Training and Development, Theory and Practice, Jaico Publishing House, New Delhi, 1st Edition, 2009.
2. Bhatia S.K, Forwarded by Dr. AbadAhmad, Training and Development, Concepts & Practices, Emerging Developments, Challenges & Strategies in HRD, New Delhi, 1st Edition, 2005.
3. David Simmonds, Designing & Delivering Training, Excel Books, New Delhi, 1st Edition, 2009.

MBAI-5H03 PERFORMANCE & REWARD MANAGEMENT

Course Objectives

- To introduce the basic concepts of performance management that induce employees to become good performers and enable students to acquire the skills of performance team management leadership.

Syllabus

- UNIT-1** Performance management – Scope - Benefits- impact- Job analysis- Competency analysis- Process-Organizational functions - key performance indicators.
- UNIT-2** Competency mapping - Core competencies- Competency framework, People Competency maturity model - benefits- Six Sigma- Balance score card.
- UNIT-3** Performance appraisal – Methods – Process MBO – process - 360 degree performance appraisal – Counseling.
- UNIT-4** Performance development planning - Implementation and maintaining performance - monitoring –reviews - Mentoring - Performance management in public and private organizations.
- UNIT-5** Reward management- salary and wage fixation methods –Fringe benefits - Incentives and bonus systems –Maintenance of pay roll system.

Text Books

1. Michael, Armstrong (1999). Performance Management. Kogan Page. London
2. Chadha, P. (2003). Performance Management: It's About Performing – Not Just Appraising. McMillan India Ltd.
3. Boyett, J.H and conn H.P (1995), Maximizing performance Management , Glenbrdige publishing , oxford.

Reference Books

1. Dwivedi, R.S. (2000). Managing Human Resources and Personnel Management in India Enterprises. Galgotia Publishing Company.
2. Mathis, R. L & Jackson, J. H. (2004). Human Resource Management. Thomson Asia Pte. Ltd., Singapore.
3. Dessler, G. (2004). Human Resource Management. Pearson Education Pte. Ltd., Singapore.
4. F. Neale (ed), The Hand book of Performance Management, Institute of Personnel and Development, London.

MBAI-5H04 ORGANISATION DEVELOPMENT

Course Objectives

- To introduce organisation development as a career option
- To familiarise students with the OD consultant process and approaches
- To create awareness of a range of interventions being used by OD consultants.

Syllabus

- UNIT-1** Organization development - Concept – Goals – Values – Assumptions and beliefs –OD Profession in India – Types of consultants- Services offered- Defining client system- client relationships with internal and external consultants- Power and politics in consulting – Ethics for OD practitioners.
- UNIT-2** Organization change – Concept- Pressures for change- Approaches to change management – Resistance to change – Overcoming resistance- Action research – Concept- Types – Models of action research- Appreciative inquiry – Process consulting
- UNIT-3** Organizational diagnosis- Concept and nature –inquiry methods- Models of diagnosis- Feeding back – Types of interventions- Need for program management – implementation, evaluation and institutionalization.
- UNIT-4** Structural interventions- Job redesign - Work place redesign -Reengineering - Organizational restructuring- Strategy interventions- Organizational transformation - Outsourcing -Culture change -Balanced score card
- UNIT-5** Individual and group interventions- Life and career planning- Organizational mirroring- Coaching- Counseling-Mentoring – Leadership development- Role analysis and Role negotiation- T groups – Self managed teams.

Text Books

1. Krishnamacharyulu CSG and Lalitha Ramakrishnan, Organisation development, Prentice Hall of India , New Delhi

Reference Books

1. Beckhard, R(1969), Organization development: Strategies and models. Addison- Wesley,
2. Cummings,Thomas G and Orley, Christopher,G(1993),Organisation Development and Change, West publishing, .
3. Bennis,Warren G(1969),Organisation development: Its Nature, Origins, and Prospects, Addison- Wesley Publishing company,
4. McLean, G. N. (2006). Organizational development: Principles, processes, performance. Berrett-Koehler Publishers, Inc,

MBAI-5F01 FINANCIAL SERVICES & INSTITUTIONS

Course Objectives

- To familiarize the students with financial services and institutions to develop their skills and knowledge about leasing, credit rating, merchant and investment banking and mutual funds.
- To equip the students using financial institutions conditions in decision making.

Syllabus

- UNIT-1** Financial markets in India –introduction—financial sector reforms-money market-capital market-bond market-concepts-capital market-investment (merchant) banking-scope-growth-issues and problems-functions-services-qualities of investment bank
- UNIT-2** Leasing and hire purchasing: Introduction-leasing concepts –types of lease-tax consideration-problems of leasing-leasing in global context-elements of healthy leasing sector- hire purchase-concepts –salient features-hire purchase in India –leasing Vs hire purchase-installment sales-tax aspects of hire purchase
- UNIT-3** Mutual funds and Venture capital: mutual funds- importance- classifications-advantages-performance evaluation- SEBI regulations- Growth trends-global scenario-short comings in operations of Mutual funds-venture capital-concepts-dimensions-importance-advantages-regulatory structure –venture capital in India and abroad
- UNIT-4** credit rating & securitization: credit rating concepts-types of credit rating agencies-benefits-limitations of rating-challenges-SEBI guide lines-securitization – concepts –mechanism-importance-advantages-global scenario-securitization in India
- UNIT-5** Management of Non –Banking Financial Institutions: DFI s in India – IDBI-ICICI-IFCI-NABARD-RRBS-State level institutions-NBFS-types

Text Books

1. Avadhani, V.A, Marketing of Financial Services, Himalaya Publishing House: Mumbai.
2. L.M. Bhole, Financial Institutions and Markets, Tata McGraw Hill: New Delhi.
3. Nalini .prava Tripathy, Financial services , PHI publications

Reference Books

1. Dr Punithavathy Pandian (2009), Financial services and Markets (1/e), Vikas Publishing House: Delhi.
- 2.Khan MY, Indian Financial System: Theory and Practice, Vikas publishing Company: New Delhi.

MBAI-5F02 SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Course Objectives

- To acquire the knowledge of investment management techniques.
- To familiarise the students with portfolio planning methods.

Syllabus

- UNIT-1** Investment Analysis – Financial and Economic Meaning – Investment Opportunities - Characteristics and Types of Investment – Measures of Return and Risk – Types of Risk – Systematic Risk and Market Risk – Determinants of required Rates and Return – Relationship between Risk and Return – Computation of Variance and Standard Deviation.
- UNIT-2** Financial Market – Capital Market and Money Market – Types of Capital Market – Primary and Secondary Market – Stock Exchanges in India – Bombay Stock Exchange(BSE), National Stock Exchange (NSE) – Trading System in BSE and NSE – Securities and Exchange Board of India (SEBI) – Controlling Measures of SEBI on Secondary Market.
- UNIT-3** Technical Analysis – Line & Bar Chart – Dow Theory – Elliott Wave Theory – Moving Average Method of Forecasting – Moving Average Convergence and Divergence (MACD) – Fundamental Analysis of Stocks – Macro Economic Influence on Stock Markets – Benchmark Stock Indices of India – SENSEX and NIFTY.
- UNIT-4** Company Analysis – Factors affecting the Stock Price of a Company – Price Earning Ratio(PE) – Earnings Per Share (EPS), Dividend Per Share (DPS) – Payout Ratio, Dividend Yield - Book to Market Equity Ratio, Market Capitalisation – Estimation of Intrinsic Value – Present Value of Dividends – Relative Valuation Ratio Technique.
- UNIT-5** Portfolio Management – Definition of Portfolio – Steps in Portfolio Management – Efficient Market Theory - Optimal Portfolio – Meaning – Expected Rates of Return – Variance of Returns – Concept of Efficient Frontier – Capital Asset Pricing Model (CAPM) – Computation of Beta Coefficient of a Portfolio.

Text Books

1. Prasanna Chandra, Investment Analysis and Portfolio Management, 3rd Edition Tata McGraw Hill, 2008.

Reference Books

1. Donald E Fisher & Ronald J Jordan , Security Analysis and Portfolio Management, Pearson Education, 2009.
2. Frank K Reilly & Keith C. Brown, Investment Analysis and Portfolio Management, 8th Edition, Cengage Learning, 2006.
3. V.K. Bhalla, Investment Management, S. Chand Publications.

MBAI-5F03 CORPORATE TAX MANAGEMENT

Course Objectives

- To enable the student to know about tax management.
- To create awareness about tax management practices in corporate companies.
- To understand the corporate tax management in various areas.

Syllabus

- UNIT-1** Basic concepts- assessment Year- Previous Year-Person- Assesse- Income-Gross Total income - Total Income- Capital Asset- Company- Capital Receipts Vs Revenue Receipts-Capital Expenditure Vs Revenue Expenditure- Methods of Accounting-Amalgamation. Residential Status and Tax Incidence- Incomes Exempt from Tax.
- UNIT-2** Computation of Profits and Gains of Business or Profession- General Principles- Deductions and Allowances- Deemed Profits- Income from Undisclosed Sources- Valuations of Stock- Problems on Computation of Income from Business or Profession.
- UNIT-3** Taxation of Companies: Definitions of Indian Company-Domestic Company, Foreign Company, Industrial Company, Widely Held Company, Closely Held company, Investment Company, Consultancy, Service Company and Trading company. Deductions available Company- Carry Forward and Set off of Losses in the cases of certain companies-Tax on undistributed Profits of Domestic Companies- Problems on Computation of Taxable Income of Corporate Assessee.
- UNIT-4** Tax Consideration in Specified Managerial Decisions and Their Implications on Cash Flow, Make or Buy, Own or Lease, Retain or Replace, Export or Domestic Sales, Shutdown or Continue, Purchase by Installation or Hire, Expand or Reduce the Size of Business.
- UNIT-5** Tax Consideration in Special Areas- Foreign Collaboration Agreements, Mergers, Amalgamation, Reconstructions, Acquisition, Capital Structure, Dividend Policy- Depreciation and Other Allowances- New Industrial Undertakings and Tax Relieves- Personal Compensation Plan.

Text Books

1. Vinod K. Singhanian, Direct Taxes; Law and Practice, Taxmann Publications, New Delhi.
2. Mehrotra and Goyal, Income Tax Law and Practice, Sahitya Bhawan, Agra.

Reference Books

1. 1. Lakhotia, R. N., and S. Lakhotia, Corporate Tax Planning Handbook, Vision Books, New Delhi.
2. Palkivala, N.A., and Palkivala B. A., Kanga and Palkivila's Law & Practice of Income Tax, N.M. Tripathi
3. Bhagwati Prasad, Direct Taxes Law and Practice, Wishwa Prakash, New Delhi.
4. B.B. Lal, Direct Taxes Practice and Planning, Konark.

MBAI-5F04 INTERNATIONAL FINANCIAL MANAGEMENT

Course Objectives

- To have exposure on international aspects of financial management.
- To understand the Foreign Exchange Management.

Syllabus

- UNIT-1** International Dimensions of Financial Management – The Emergence of MNC - Nature of the MNC - Objectives of the firm - Risk Management - Domestic Financial Management and International Financial Management - Role of Finance Manager in Global context.
- UNIT-2** Foreign Investment Decision - Theories and Strategies -International Project Appraisal - Exchange Rate Risk - Cost of Capital - International Joint Ventures - A review of NPV Approach -Repositioning of Funds - FDI & FII in India.
- UNIT-3** Foreign Exchange Market - Nature, Structure -Types of transactions - Exchange rate quotation & Arbitrage - Spot & Forward - Foreign Exchange Market in India - Nature, Structure, Operations & Limitations - Exchange Rate Determination - Structural Models of Exchange Rate Determination - - Global Financial Environment.
- UNIT-4** Risk Exposure -Managing Foreign Exchange exposure - Management of foreign exchange Risk - Management of translation exposure - Management of transactions exposure - Management of economic exposure - Types of Risk - The Risk management Process - Hedging, Swaps, Futures, Options - Types of Derivatives -Role SEBI.
- UNIT-5** International Money Markets - International Equity Sources - Global Equity Markets - New Equity issues, International Debts sources - Debt Management and Funding Goals - International Debt Instruments – International Bank Loans - Euro Notes - International Bond Market - International Portfolio Management - Decision to invest in portfolio -International CAPM - Capital Management - Cash management - Receivables and inventory management.

Text Books

1. Apte. P.G. , International Financial Management ,Tata Mcgraw–Hill, 2010

Reference Books

1. Sharan,V, International Financial Management, Prentice–Hall, 5th edition, 2009
2. Shapiro, Alan, Multinational Financial Management, Wiley , 8th edition, 2006.

MBA

INSURANCE MANAGEMENT

FOURTH SEMESTER

Code	Title	Credits	Marks	H/S*
MBAI-521	Entrepreneurship	3	100	H
MBAI-522	Business Ethics and Corporate Governance	3	100	H
MBAI-523	Motor Insurance	3	100	H
MBAI-524	Health Insurance	3	100	H
	Insurance Elective – II (Compulsory)	3	100	S
	Functional Elective – III (Marketing / HR / Finance)	3	100	S
	Functional Elective – IV (Marketing / HR / Finance)	3	100	S
MBAI-525	Professional Skill Development	2	50	H
Total Credits/Marks		23	750	

MBAI-521 ENTREPRENEURSHIP

Course Objectives

- To provide theoretical foundations of entrepreneurship towards new ventures.
- To familiarize the students with training skills and schemes available for entrepreneurship development.

Syllabus

- UNIT-1** Entrepreneurship Development:-Definition and Concept - Characteristics - Traits and Skills - Classification -Entrepreneurial Behaviour and Motivation- The Entrepreneurial Culture - Theories of Entrepreneurship-Intrapreneurship - Causes - Climate for Intrapreneurship - Institutions involved in fostering Entrepreneurship
- UNIT-2** Creativity and entrepreneurship planning: Sources of New Ideas - Methods of Generating Ideas-Creative Problem Solving - Opportunity Recognition -The Feasibility Plan-The Indian EDP Model - Phases - Evaluation of EDP- project report - analysis -new startups in India
- UNIT-3** Entrepreneurial finance : Sources of Finance - Venture Capital -Characteristics - Marketing Management - Product Development -Pricing -Channels of Distribution - Marketing Communications - Production Management -Materials Management - Human Resource Management in SMEs.
- UNIT-4** Entrepreneurial business opportunity: Generation of a New Entry Opportunity - Entry Strategy for New Entry Exploitation - Risk Reduction Strategies for New Entry-Exploitation -Growth Strategies - Economic Implication of Growth-Implications of Growth for the Firm.
- UNIT-5** Women Entrepreneurial Development: Family Business - Importance - Types - Succession - Entrepreneurship Development Programs -Women Entrepreneurship - Concept - Empowerment - Factors governing Women Entrepreneurship - Rural Entrepreneurship- problems of women entrepreneurship

Text Books

1. Vas ant Desai - Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House
2. Robert Hisrich Michael Peters Dean Shepherd- Entrepreneurship Tata McGrawHil
3. David H.Holt - Entrepreneurship New Venture Creation, Prentice Hall of India
4. Poornima Charantimath - Entrepreneurship Development & Small Business Enterprises, Pearson Education
5. Sahay Sharma - Entrepreneurship and New Venture Creation, Excel Books

Reference Books

1. S.K.Mohanty - Fundamentals of Entrepreneurship Prentice Hall of India
2. . Kuratko - Entrepreneurship in a New Millenium, Cengage Learning.
3. Jack M. Kaplan - Patterns of Entrepreneurship, Wiley India
4. Madhurima Lall Shikha Sahai - Entrepreneurship, Excel Books
5. Vasant Desai - Fundamentals of Entrepreneurship and Small Business Management, Himalaya Publishing House
6. Sahay Chhikara - New Vistas of Entrepreneurship, Excel Books.

MBAI-522 BUSINESS ETHICS & CORPORATE GOVERNANCE

Course Objectives

- To create an understanding of the concepts of ethics and governance
- To impart knowledge and skills of ethical decision making with reference to Indian ethos
- To familiarise with the implementation of corporate governance systems

Syllabus

- UNIT-1** Business ethics: Meaning- Ethics vs Morals- Ethics vs Law – Importance of business ethics – Unethical practices and scandals in Indian context- Need for promoting ethical practices in India.
- UNIT-2** Decision Making and ethical dilemmas -Ethical reasoning and philosophies (Golden rule, Hedonism, Utilitarianism, distributive justice - Universalism vs relativism) - Indian Ethos–Guidelines from epics (Ramayana and Mahabharata)- Ethical principles from Gita – Karma Yoga – Ethical framework for decision making- Steps in ethical decision making process.
- UNIT-3** Employees and ethics-- Ethical issues in organisations- promoting ethical behaviours- Statement of values - Value based leadership- Work ethics- Ethical personality development and training- Rewards and punishment systems- Whistle blowing.
- UNIT-4** Ethics and external stakeholders- Ethics in marketing and consumer protection – Ethics in financial practices and stakeholder protection– Ethics in environmental protection- Ethical issues relating to information- accuracy, Transparency, privacy, plagiarism, and defamation.
- UNIT-5** Corporate Governance: Meaning – Code of Corporate Governance – Audit Committee – Role of Independent Directors - Board structure- Performance evaluation of Board- Training and development of directors. – Protection of Stakeholders – Accounting standards & accounting disclosures.

Text Books

1. Bhatia, S.K., Business Ethics and Corporate Governance. Deep & Deep Publication Pvt. Ltd.

Reference Books

1. Chakraborty, S.K., Management by Values, Oxford Univ. Press.
2. Balasubramanian, R., Corporate Governance, IIM Bangalore.
3. Laura P. Hartman, Perspectives in Business Ethics, Tata McGraw Hill.
4. S.V.Muthry, Business Ethics-text & cases, Himalaya Publishing House
5. BN Ghosh, Business Ethics and Corporate Governance, Tata McGraw Hill.

MBAI-523 MOTOR INSURANCE

Course Objectives

- To provide the conceptual understanding of motor insurance.
- To familiarise the student with claims procedures and related regulations in motor policies.

Syllabus

- UNIT-1** History of motor insurance – Application of basic principles – Types of motor vehicles – Private cars, Motor cycle/ scooters, Commercial vehicles, Trailers, Miscellaneous and Specific types of vehicles – Types of policies – Legal aspects – Motor Vehicles Act 1939 – Motor Vehicles Act 1988 – Definitions – Necessity for compulsory third party insurance – Certificate of insurance – Liability – Without fault – Compensation on structured formula basis – Hit and run accidents – Solatium fund - Motor Accident Claims Tribunals – Lok Nayalaya – Jald Rahat Yojana – International practices in third party insurance.
- UNIT-2** Motor Policies – Types of motor policies – Coverage under liability only and package policies – Policy conditions – Add on covers – Exclusions – Private car and two wheeler policies – Commercial vehicles – Motor trade policies – Scope of standard form of policies – Schedule – Exceptions – Conditions – Concept of insured's declared value.
- UNIT-3** Motor Insurance Practice – Rules and regulations – File and use approval – Erstwhile tariff guidelines – Policy design and rating concepts during tariff regime – Scope for changes consequent to detariffing – Practices abroad – Documents – Importance of documentation - Proposal form - Certificate of insurance - Cover note- Policy forms – Endorsements and renewal notice.
- UNIT-4** Underwriting and rating considerations – Importance of statistical data – Motor insurance claims – Own damage claims – Survey – Assessment – Settlement – Claim documentation and procedures – Types of losses – Fraudulent OD claims – Third party liability claims – Procedural aspects – Legal aspects – Negligence – Types of claims – Death – Disability – Property - Legal system – Tribunals – Courts – Knock for knock agreements – Fraudulent TP claims.
- UNIT-5** Motor third party pool – The pooling concept – Objectives – Pooling procedure – Pool administration - IT applications in motor insurance – Importance of statistical data in motor insurance –Tariff Advisory Committee as statutory data repository – Data inputs – Underwriting data – Claims data – Reports.

Text Books

1. R.K Ganatra (2010), Motor Insurance (IC-72), Insurance Institute of India: Mumbai.
2. 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. Vijayraghavan, 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.

MBAI-524 HEALTH INSURANCE

Course Objectives

- To acquaint students with the basic concepts of Health Insurance.
- To impart skills in decision making with refers to manage health insurance business.

Syllabus

- UNIT-1** Health Insurance: Meaning and Importance of Health insurance - Concept of Health - Determinants of health - Healthcare – Stakeholders in India - Factors affecting the health system - Current status of healthcare - Health Economics and its role in health care financing – Model – Health insurance issues in India.
- UNIT-2** Health Insurance Products: Scope of Health Insurance Covers- Individual and Group indemnity plans—Mediclaime 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- Other Products – Benefits – Exclusions – Discounts – Conditions.
- UNIT-3** Health Insurance Underwriting: Need for underwriting—Principles of underwriting Health insurance — The underwriting process – factors considered for premium calculation.
- UNIT-4** Claims Procedure & Documentation –In house claim settlement and Third Party Administrators (TPA's): - IRDA Regulations for TPA– Role and Responsibilities of TPA – Network Hospitals & Cash Less Facility - Special Policies for Critical Illnesses/Top-Up Cover
- UNIT-5** Government and social health insurance schemes in India - Personal Accident Insurance - Basic Principles - Coverage and Benefits - Provisos and Exclusions – Rating – Extensions – Discounts.

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. Benjamin S. Warren, Health Insurance: Its Relation to the Public Health, Biblio Bazaar, 2009
3. Aiviva Roh, Brain Abel Smith, and Givanni Trmburi , Health Insurance in developing countries, Hall of India Private Limited, New Delhi
4. Ammer Narain Agarwala, Health insurance in India, East End

MBAI-525 PROFESSIONAL SKILL DEVELOPMENT

Course Objectives

- To develop skills among the students which will benefit them in personal and professional life.
- To meet the expectations of the organizations.

Syllabus

UNIT-1 Professional Writing skills

Presentation Skills

Conversation skills

UNIT-2 Public speaking

Personal Grooming

Business Etiquettes

UNIT-3 Leadership skills

Motivation skills

Thinking skills

Decision making skills

UNIT-4 Entrepreneurship skills

UNIT-5 Interpersonal skill Development

Text Books

- 1.
- 2.

Reference Books / Website

- 1.
- 2.
- 3.
- 4.

MBA

INSURANCE MANAGEMENT

FOURTH SEMESTER

LIST OF ELECTIVES

LIST OF ELECTIVES (Select any THREE papers)				
Code	Insurance Management	Credits	Marks	H/S
MBAI-5I05	Actuarial Mathematics	3	100	S
MBAI-5I06	Reinsurance	3	100	S
MBAI-5I07	Digital Insurance	3	100	S
MBAI-5I08	Miscellaneous Insurances	3	100	S
Code	Marketing Management	Credits	Marks	
MBAI-5M05	International Marketing	3	100	S
MBAI-5M06	Retail Management	3	100	S
MBAI-5M07	Services Marketing	3	100	S
MBAI-5M08	E- Marketing	3	100	S
Code	Human Resource Management	Credits	Marks	
MBAI-5H05	International Human Resource Management	3	100	S
MBAI-5H06	Human Resource Information Systems	3	100	S
MBAI-5H07	Industrial Relations and Labour Laws	3	100	S
MBAI-5H08	Stress Management	3	100	S
Code	Finance Management	Credits	Marks	

MBAI-5F05	Financial Risk Management	3	100	S
MBAI-5F06	Banking and Indian Financial System	3	100	S
MBAI-5F07	Financial Engineering	3	100	S
MBAI-5F08	Microfinance	3	100	S
* H –Hard core paper, S – Soft core paper				

MBAI-5I05 ACTUARIAL MATHEMATICS

Course Objectives

- To acquire the applications of actuarial models to insurance and risk management.

Syllabus

- UNIT-1** Elements of Insurance – Optimal Insurance – Actuarial Science and Life Insurance – Actuarial Models and their application to Financial Risks – Long Term Insurance – Survival Model for Life Time Distribution – Computation of Probabilities for Survival and Mortality using Life Time Distribution – Case Study – Problems.
- UNIT-2** Force of Mortality – Concept and Applications – Simple Problems –Estimation of Mean and Variance for Future Life Time – Case Study – Problems - Curtate Future Life Time – Mean and Variance of Curtate Future Life Time – Complete Expected Future Life Time – Curtate Expected Future Life Time – Relationship.
- UNIT-3** Assumptions for Fractional Ages - Uniform Distribution of Death(UDD) – Independence of Curtate Future Life Time and Fractional Age under UDD – Short Term Insurance - Severity Frequency Model – Aggregate Claims - Individual Risk Model –Illustration - Case Study – Compound(Aggregate) Models – Compound Poisson Distribution – Properties.
- UNIT-4** Life Insurance – Insurances Payable at the moment of Death – Pure Endowment , Term Insurance and Endowment Insurance – Whole Life Insurance – Deferred Insurance - Varying Benefit Insurance – Insurances Payable at the end of the year of Death – Relationship between Insurances Payable at the moment of Death and the end of the year of Death.

- UNIT-5** Benefit Premiums – Premium principles – Equivalence principle – Fully continuous premiums – Percentile premium – Fully discrete premiums – True m-thly payment premiums – Benefit Reserves – Fully continuous and discrete Benefit Reserves.

Text Books

1. Bowers, Gerber, Hickman, Jones and Nesbitt, Actuarial Mathematics, Society of Actuaries: USA.

Reference Books

1. Dickson, D.C.M., Herby, M.R., and Waters, H.R., Actuarial Mathematics for Life Contingent Risks, Cambridge University Press: New York.
2. Hossack, I.B., Polard, J.H., and Zehnwrith, B. Introductory Statistics with Applications in General Insurance, Cambridge University Press: New York.

MBAI-5I06 REINSURANCE

Course Objectives

- To provide the conceptual basis of reinsurance in Global and Indian context.

Syllabus

- UNIT-1** Introduction – Brief historical background - Nature of reinsurance – Functions of reinsurance - Methods of reinsurance - Proportional: Quote share – Surplus – Facultative obligatory - Non-Proportional : Excess of Loss – per Risk – Catastrophe Stop Loss / Aggregate Excess of Loss Law relating to reinsurance contracts - Fundamentals of Contract Law as applicable to reinsurance - Insurance and reinsurance contracts - Reinsurance documentation - Reinsurance - Special factors pertaining – Reinsurance Programme – Designing and Arranging. Setting Retentions – General considerations and factors that influence retention – determining retentions for various classes of business – Property – Liability – Marine – Aviation.
- UNIT-2** Programme design - Analysing reinsurance needs – Needs based on business strategy – financial needs – needs based on management style and attitude – construction of reinsurance programme – Negotiation and placement of reinsurance – direct placement – placement through intermediaries – role of intermediaries – advantages and disadvantages of direct placement and dealing through intermediaries.
- UNIT-3** Reinsurance clauses: Common clauses – Operative Clause – Commencement and Termination Clause – Access to Records Clause – Errors and Omissions Clause – Intermediary Clause – Offset Clause – Claims Settlement Clause – Accounting Clause – Certain Special Clauses – Net Retained Lines Clause – Retention and Limits Clause – Ultimate Net Loss Clause – Loss Occurrence Clause – Reinstatement Clause – Cut – through Endorsement.
- UNIT-4** Reinsurance Accounting – Special nature of reinsurance accounts – formats of reinsurance accounting – Taxation aspects – Special Characteristics of certain

important reinsurance markets – Reinsurance Exchanges – pools - Reinsurer Financial Security – Importance - Managing reinsurer security – Selecting reinsurers – Establishing criteria for evaluation of security – Financial Strength Ratings – Major rating agencies.

UNIT-5 Alternatives to reinsurance – new forms of reinsurance – Finite Risk / Financial Reinsurance – Reinsurance of Futures and Securitisation of reinsurance contracts – New markets – Impact of captives and high self –retentions on the reinsurance mechanism – Emerging trends in global reinsurance markets - Inward Reinsurance Business – need for inward business – Objectives – Business Strategy – Retrocession arrangements – Reciprocal trading.

Text Books

1. Insurance Institute of India- IC-85- Reinsurance Management

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.

MBA-I-5I07 DIGITAL INSURANCE

Course Objectives

- To sensitise the students on basics of digital insurance.
- To familiarize the students with latest developments in the practice of digital insurance.

Syllabus

- UNIT-1** Innovation in Insurance: Innovation and financial services – Levels of innovation – Digital insurance: Status of insurance companies - Strategic choices for insurance companies in the digital age – Challenges - Digital insurance as a new model for financial institutions - Protecting customers with better security - Effective and compliant insurance companies – 4 P's of digital insurance.
- UNIT-2** The Management of Digital Insurance: A digital insurance model – customer perspective - Corporate digital insurance – drivers - Online-only insurance companies - The value of digital insurance - Critical success factors – Different models - Multigenerational view - Marketing digital insurance - Marketing mix – economics of digital insurance – SWOT – Fraud in digital insurance
- UNIT-3** Digital insurance solutions: Enterprise architecture - Processes in an insurance company – Demand to order – Order to remittance – Record to report processes - Procure-to-pay - Supporting systems - Intranets and extranets in insurance companies - Management of the digital insurance infrastructure - Mobile – Big Data Analytics – Cloud Computing - Unified content management
- UNIT-4** Governance and Regulatory Framework: Lean and Digitize project management - Data management – Security - Regulations for insurance organizations – IRDAI norms – Protection of policyholders - Support to compliance.

- UNIT-5** Digital Insurance Throughout the World: Digital insurance across the world – Future of digital insurance: Application innovations (Artificial intelligence, Robotics process automation, Anticipatory computing, Social networks) - Technological innovation (Internet of things, Wearable technology) - Network innovations (5G networks, Web 2.0, Web 3.0).

Text Book

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

Reference Books

1. Afuah, A. (2003), Innovation Management: Strategies, Implementation, Profits, Oxford University Press, Oxford, UK.
2. Boiko, B. (2002), Content Management Bible. John Wiley & Sons, New York.
3. Buchner, A. (2006), Marketing Life Insurance Online. Jupiter Research, New York.
4. Kalakota, R., Robinson, M. (2002), M-business: The Race to Mobility, McGraw-Hill, New York.
5. Marchand, D. (Ed.) (2000), Competing with Information, John Wiley & Sons, West Sussex, UK.
6. Nicoletti, B. (2013), Cloud Computing in Financial Services, Palgrave-Macmillan, London.
6. Vong, J., Song, I. (2014), Emerging Technologies for Emerging Markets (Topics in Intelligent Engineering and Informatics), Springer Science, Singapore.

MBAI – 5108 MISCELLANEOUS INSURANCE

Course Objectives

- The course aims imparting understanding to the students about various miscellaneous types of policies / covers available in General Insurance

Syllabus

- UNIT-1** Personal Accident Insurance - Introduction – Definition of Accident – Application of Basic Principles. Basic Coverage, Exclusions, conditions, Additional Benefits and group Personal Accident Insurance. Burglary Insurance- Introduction to Burglary covers/policies.
- UNIT-2** Introduction to Baggage Insurance - All Risks Insurance, Health Insurance -Money-in-transit insurance, Fidelity Guarantee insurance
- UNIT-3** Package covers – Shopkeepers and House holders insurance.
- UNIT-4** Introduction to Bankers Indemnity and Jewelers Block Insurance - Banker's Insurance Policies: Jeweler's Block Policies - Special contingency Policy
- UNIT-5** Rural insurance – kinds of coverage available- IRDA regulations on rural insurance, Rural policies- The Role of government, Cattle insurance, Poultry Insurance, Inland Fish Insurance Schemes, Agricultural Pump Set Policy, Hut Insurance.

Text Books

MBAI-5M05 INTERNATIONAL MARKETING

Course Objectives

- To familiarize the students with the concept, decision areas and tools of International marketing
- To understand the environmental forces, market entry and marketing strategies of enterprises engaged for international Marketing.

Syllabus

UNIT-1	International Marketing –Introduction- Scope – Customer Value and value equation - Competitive or differential advantage - Management Orientations - MNCs and TNCs - Benefits of international marketing.
UNIT-2	International Marketing Environment –Introduction – Political Environment - Legal – Socio –cultural – Economic Environment, Technological Environment-trade theories-barriers, quotas-Tariffs- regional trading blocks –EU-EURO-SAARC- Free trade agreement-UNCTAD-UNIDO-ITC –WTO-Implication of WTO on International Marketing, India's Role in International Trade.
UNIT-3	International Market selection and Entry Strategies: Introduction - market selection process determinants-of market selection –market segmentation -Different Entry Modes and Market Entry Strategies, – strategies for Indian firms
UNIT-4	International market strategies : International Product Planning - Products-new Product Development, Product Adoption and Standardization, International Market Segmentation, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade
UNIT-5	International promotion strategies : International Logistics Planning, Distribution – Definition and Importance, Direct and Indirect Channels, factors Involved in Distribution Systems- Communications Process, principles of communication, Status of Promotion, Promotion Appeals, Media Selection, Personal Selling, Public Relations and Publicity, Sales Promotion, advertising, e-marketing

Text Books

1. Francies cherunilam – International marketing – Himalaya publishing House
2. P subba Rao, -International business -Himalaya publishing house
3. Manab Adhikary -Global business management- Macmillan publishing house

Reference Books

1. Philip R. Cateora, John L. Graham, International Marketing 11/e, Tata McGraw-Hill Co. Ltd., 2002.
2. Sak Onkvisit, John J. Shaw, International Marketing Analysis and Strategy, 3/e, Prentice-Hall of India Pvt. Ltd., 2000.
3. Isobel Doole and Robin Lowe, International Marketing Strategy, 2/e, Thomson Learning, 2003.
4. Subhash C. Jain, International Marketing, 6/e, South-Western, 2001.
5. Vern Terpstra, Ravi Sarathy, International Marketing, 8/e, Harcourt Asia Pvt. Ltd., 2001.
6. Keegan: Global marketing Management 7/e Pearson Education, Delhi, 2003.

MBAI-5M06 RETAIL MANAGEMENT

Course Objectives

- To acquaint the students with the different kinds of retail stores, locations and layouts.
- To provide the students an insight into the retailing strategy from global and technology perspectives.

Syllabus

- UNIT-1** Retailing – Strategy and environment: An overview of retailing – Types of stores – Product retailing vs. Service retailing – Non-store retailing Retail strategy – Achieving competitive advantage and positioning Retailing environment – legal, social, economic, technological, issues Trends in the Indian Retailing Industry
- UNIT-2** Store location and layout: Retail store location and layout – Country/Region analysis – Trade area analysis – Site evaluation and selection Store design and layout – Comprehensive store planning Exterior design and layout – Interior store design and layout – Interior design elements
- UNIT-3** Merchandise planning and pricing: Planning merchandise needs and merchandise budgets – Methods for determining inventory evaluation – Assortment planning, buying and vendor relations Merchandise pricing – Price strategies – Psychological pricing – Mark-up and markdown strategies
- UNIT-4** Retailing communication and selling process Communicating with the retail customer – Retail promotion mix-Advertising – Sales promotion – Publicity Retail selling process – Retail database – In-store customer service
- UNIT-5** Retail trends: Globalisation and changing retail formats – Virtual store – E-tailing –

International Retailing – Opportunities and challenges New customized formats (customized stores, portable stores, merchandise depots, retail theatre, service malls, customer-made stores, interactive kiosks, shopping arcades)

Text Books

1. Barry Berman, Joel R Evans, Patrali Chatterjee and Ritu Srivastava (2017), Retail Management: A Strategic Approach, 13/e, Pearson Education: New Delhi.
2. Chetan Bajaj, Rajnish Tuli and Nidhi Varma Srivastava (2016), Retail Management, Oxford University Press: New Delhi.

Reference Books

1. Michael Levy, Barton A. Weitz and Ajay Pandit (2017), Retail Management, 8/e, McGraw Hill: New Delhi.
2. J.K. Nayak and Prakash D Dash (2016), Retail Management, Cengage Learning: New Delhi.
3. Gibson G Vedamani (2017), Retail Management, 5/e, Pearson Education: New Delhi.
4. Swapna Pradhan (2017), Retailing Management: Text and Cases, McGraw Hill: New Delhi.

MBAI-5M07 SERVICES MARKETING

Course Objectives

- To familiarize the students with the concept and elements of services marketing
- To understand the contemporary competitive practices of services marketing of services providers.
- To provide insights to services strategies and quality of services for competing service providers

Syllabus

- UNIT-1** Introduction to Services Marketing – Meaning and Definition of Service Marketing – Nature – Classification of Services – Characteristics of Services – Difference between Product and Services – Reasons for Growth and Development of Service Marketing. – Recent Trends in Service Marketing. – Problems and Challenges in Service Marketing.
- UNIT-2** Services Marketing Mix – Traditional 4P's – Product – Pricing – Promotion and Physical Distribution. – Extended Marketing Mix 3P's physical Evidence – People and Process.
Marketing Strategies for Service Firms – Internal Marketing – Interactive Marketing and Relationship Marketing – Differentiation Strategy – Service Quality – Demand Management and Productivity – Service Strategies – Dimensions – Product Support Services.
- UNIT-3** Marketing of Tourism and Travel services – Tourism Marketing Strategies – Tourism Products – Tourism Potential in India. – Hotel Marketing (Hospitality Marketing) Products – Marketing of Transport Services – Airways, Railways, Road Ways – Multimode Transportation Services.
- UNIT-4** Marketing Strategies for Financial and Other Services : Marketing of Financial &

Banking Services – Marketing of Insurance Services – Marketing of Telecom Services – Marketing of Health Care Services.

UNIT-5 Implementing profitable services strategies: Managing relationship and buildings – complaint handling and service recovery - Improving service quality and productivity – striving for service leadership.

Text Books

1. Ravi Shankar – Services Marketing
2. Love Lock Christopher H. – Services Marketing
3. Ziethaml & Others – Services Marketing, Pearson Education

Reference Books

1. Philip Kotler & Clarke N Robert – Marketing for Health Care Organizations.
2. Rajendra Nargundkar – Services Marketing, TATA Mc graw. Hill. Co.
3. S.M. JHA – Servicing Marketing, Himalaya Publishing House
4. Ram Mohan Rao – Services Marketing, TATA Mc.graw Hill. Co.
5. Venugopal, Services Marketing, Himalaya Publishing House.
6. Verma – Services Marketing, Pearson Education.

MBAI-5M08 E-MARKETING

Course Objectives

- To enable the student to think about marketing in the era of internet.
- To learn how to create and deliver sustainable value in an internet platform.
- To understand the performance of various marketing activities in cyberspace.

Syllabus

- UNIT-1** Introduction to internet marketing – Significance of Internet for marketing – Definitions of Internet marketing and related terms – Benefits of Internet for marketer - Introduction to Internet technology - Internet micro-environment and Internet macro-environment - Internet governance.
- UNIT-2** Internet marketing strategy: An integrated Internet marketing strategy - A generic strategic approach - Strategic goal setting, strategy formulation and implementation - Internet and the marketing mix: Product - Price - Place - Promotion - People, process and physical evidence - Relationship marketing using the Internet – Relationship marketing - e-CRM - Customer lifecycle management.
- UNIT-3** Delivering the online customer experience: Planning web site design and build - Initiation of the web site project – Researching site users’ requirements - Designing the user experience - Development and testing of content - Promote site - Service quality - Customer satisfaction and loyalty.
- UNIT-4** Interactive marketing communications: Characteristics - Integrated Internet marketing communications - Objectives and measurement for interactive marketing communications – Offline and Online promotion techniques - On-site promotional techniques - Selecting the optimal communications mix.

- UNIT-5** Maintaining and monitoring the online presence - Performance management for Internet marketing – maintenance - B2C Internet marketing: Online customers – E-retailing and activities – Implications for e-retail marketing strategy - B2B Internet marketing - B2B e-context - Commercial exchanges in B2B markets - Trading relationships in B2B markets - Digital marketing strategies.

Text Books

1. Dave Chaffey, Fiona Ellis-Chadwick, Richard Mayer and Kevin Johnston (2006), Internet Marketing: Strategy, Implementation and Practice, Pearson Education: England.
2. John O' Connor, Eamonn Galvin and Martin Evans (2004), Electronic Marketing: Theory and Practice for the Twenty-first Century, Pearson Education: England.

Reference Books

1. Jason I. Miletsky (2010), Principles of Internet Marketing New Tools and Methods for Web Developers, Cengage Learning: USA.
2. Leland Harden and Bob Heyman (2009), Digital Engagement: Internet Marketing that Captures Customers and Builds Intense Brand Loyalty, American Marketing Association: New York.
3. Ray Poynter (2010), The Handbook of Online and Social Media Research Tools and Techniques for Market Researchers, John Wiley & Sons: London.

MBAI-5H05 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Objectives

- To provide conceptual understanding of international approaches to dealing with people in organisations.

Syllabus

- UNIT-1** International Human Resource Management: Concept, importance, functions, and models of International HRM. Challenges to International HR Managers. Human Resources in a Comparative Perspective - Cultural Factors/Issues in Performance Management.
- UNIT-2** International Recruitment and Selection - Socio-Cultural Contexts -Managing Global, Diverse Workforce - Developing International Staff and Multinational Teams. Training and Development methods – Challenges.
- UNIT-3** Approaches to International Compensation – Repatriation - International Labour Standards – Performance appraisal methods.
- UNIT-4** Industrial Relations in a Comparative Perspective - Global Unions, Regional Integration and Framework Agreements - Emerging Trends in Employee Relations and Employee Involvement.
- UNIT-5** HRM in International Joint Ventures - HR/IR issues in MNCs and Corporate Social Responsibility.

Text Books

1. Monir Tayeb. International Human Resource Management. Oxford. 2007
2. Dowling, P.J. and Welth, D.E. (2004) International Human Resource Management. Managing people in a multinational context. London: Thomson

Reference Books

1. Jackson, T.: International dimensions of human resource management. London, 2002.
2. Harzing, A. W. and Joris Van Ruysseveldt, International Human Resource Management: An Integrated Approach, Sage Publication, London, 1999.

MBAI-5H06 HUMAN RESOURCE INFORMATION SYSTEMS

Course Objectives

- To enable the student to think about IS dimension of human resources.
- To make the students aware of the data management in human resource information systems.
- To make the students to know about security and control issues in HRIS.

Syllabus

- UNIT-1** Data & Information needs for HR Manager - Sources of Data - Role of IT in HRM – IT for HR Managers - Concept, Structure, & Mechanisms of HRIS - Programming Dimensions & HR Manager - Survey of Software Packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco's Marshal [only data input, output & screens] - EHRM - Objectives - Advantages & Disadvantages.
- UNIT-2** Data Management for HRIS - Data Formats - Entry Procedure & Process - Data Storage & Retrieval - Transaction Processing - Office Automation - Information Processing & Control Functions - Design of HRIS - Relevance of Decision Making Concepts for Information System Design - HRM Needs Analysis – Concept & Mechanisms – Standard Software and Customized Software - HRIS : An Investment.
- UNIT-3** HR Management Process & HRIS - Modules on HR Planning, Recruitment, Selection, Placement - Module on Performance Appraisal System - Training & Development Module - Module on Pay & other Related Dimensions - Information System's support for Planning & Control.
- UNIT-4** HR Management Process II & HRIS - Organization Structure & Related Management Processes - Authority & Responsibility Flows - Communication

Process – Organization Culture and Power – Data Capturing for Monitoring & Review - Behavioral Patterns of HR - Other Managers and their Place in Information Processing for Decision Making.

UNIT-5 Security, Size & Style of Organizations & HRIS - Security of Data and Operations of HRIS Modules - Common Problems during IT Adoption Efforts and Processes to Overcome - Orientation & Training Modules for HR & other Functionaries – Detailed Analytical Framework - Opportunities for combination of HRM & ITES Personnel - HRIS & Employee Legislation - An Integrated View of HRIS.

Text Books

1. Michael J Kavanagh., Mohan Thite and Richard D Johnson (2015), Human Resource Information Systems : Basics, Applications, and Future Directions, Sage Publications: USA.

Reference Books

1. Satish M Badgi (2012), Practical Guide to Human Resource Information Systems, PHI: New Delhi.
2. Pravin Durai (2016), Human Resource Management, Pearson Education: New Delhi.

MBAI-5H07 INDUSTRIAL RELATIONS & LABOUR LAWS

Course Objectives

- To familiarize the students with the concept of labour laws and industrial relations
- To understand the practices of maintaining industrial relations between employees and employer

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-1947-causes and consequences –collective bargaining – statutory and Non statutory machinery-management of strike and lockouts – Negotiations for win-win dispute resolution
- UNIT-3** Laws on Wages-Minimum Wages Act-1948-Payment of Wages Act-1938-Payment of Bonus Act-1965
- UNIT-4** Laws on Labour Welfare-Workmen's Compensation Act-1923-Payment of Gratuity Act-1972-Employee State Insurance Act-1948
- UNIT-5** Labour and Industrial relations in japan- Britain and USA-ILO-objectives-conventions

- recommendations –VRS schemes in 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 unions and labour legislations , Pearson education
3. 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
4. Yodar Dale –personal management and Industrial relations, prentice hall India
5. Sharma .A.M- Industrial relations, Himalaya publishing house
6. P.L. Malik - Industrial Law - Estron Book Comp-Luknow
7. Pathak - Legal Aspects of Business- Tata McGraw Hill, 2007

MBAI-5H08 STRESS MANAGEMENT

Course Objectives

- To understand the concept of stress management.
- To increase awareness about the impact of mental and physical wellbeing.
- To motivate the students to assume a greater sense of personal responsibility.
- To understand the importance of using effective coping skills to resolve stress.
- To learn about and experience several relaxation techniques to control stress and tension.

Syllabus

- UNIT-1** Concept of stress – Definition and Nature. Types of stress- eustress and distress – acute and chronic – hyper and hypo. Stress reaction. Stressors – definition, and identifying stressors - physiological systems, illnesses and diseases - psychological effects of stressors - individual stressors – organizational stressors – social stressors.
- UNIT-2** Theories of stress/ Models – cognitive, behavioural, and psychological theories. Conceptual model - transactional model - health realization/innate health model - measuring stress.
- UNIT-3** Stress management – Time Management, Personal Management. Therapy and Systematic Management – Stress Inoculation Method – Jacobson Progressive Muscle Relaxation –Systematic Desensitization.
- UNIT-4** Interventions – Perception – Interpersonal Interventions – Spirituality - Meditation -

Personal Responsibilities – Goal Setting – Self Assessment - Relaxation Techniques - Exercise - Diversity - Coping strategies for decreasing stressful behaviours -Rational emotive - Behaviour Therapy - Massage Therapy – Yoga. Clinical importance.

UNIT-5 Occupational Stress - Causes of occupational stress -Role of work place environments – Symptoms of work-related stress - Model of different components of work related stress – NIOSH approach to occupational stress - stress and college - family stress.

Text Books

1. VinayJoshi, Stress: From Burnout to Balance, Sage Publications, 2005
2. AnitaSingh, Stress Management, Global India Publications Pvt. Ltd.

Reference Books

1. Umesh Sharma, Stress Management through Ancient Wisdom and Modern Science, Excel Books India
2. Jeff Davidson, Stress Management, Jeff Davidson, Breathing Space Institute, 2001
3. Edward A. Charlesworth, Ronald G. Natha, Stress Management: A

MBAI-5F05 FINANCIAL RISK MANAGEMENT

Course Objectives

- To understand different types of market risks and measure volatility in market prices
- To measure value-at-risk and its implications and understand risk management issues in investment.

Syllabus

- UNIT-1** Financial Risk: An Overview, Evolution, and the Environment - Risks definition (market, credit, liquidity, operational), more specifically on the identification of different forms of risk (currency, interest rate, equity, commodity)
- UNIT-2** Market Data Analysis,- Probability and distributions of asset prices, measuring return and risk, Modeling Risk Factors, Using implied volatility in Value-at-Risk measures -Risk and volatility Measurement, the issue of time aggregation, different measures of volatility such as EWMA, ARCH & GARCH processes, volatility clusters and the issue of time varying volatility – Measuring risk using Value-at-Risk, concept and computation of Var using variance-covariance Approach, Calculating portfolio risk of more than one assets. Historical simulation & multifactor Var, marginal and relative var, expected shortfalls, treasury applications Stress testing and back-testing, Extreme Value Theory - Basic Principles, Extreme Value Theory methods in measuring financial risk.
- UNIT-3** Monte Carlo simulation, issues in generating price process (Brownian Motion, Ito Process), Cholesky decomposition in computing multi-asset VaR. – Risk & Forecasting issues in asset prices (exchange rates & interest rates), modeling interest rates such as Cox-Ingersoll-Ross Models, ARMA processes in generating currency forecasts and using in decision making - Currency risk analysis in global investing, interest rate parity (covered and uncovered), yen-carry trade syndrome, risk environment in Indian forex markets, forwards and non-deliverable forwards, cross-currency risk analysis. Value at risk for fixed income portfolio, cashflows mapping in fixed income portfolios, relation of Var measures with duration, comparing with yield vs price volatility, etc.
- UNIT-4** Credit Risk Basics: Probability of Default, Credit ratings & Transition Matrix analysis, Contingent claim approach and the KMV Model, Credit Risk Management and Credit VaR - Indian environment in VaR applications (NSE, BSE, NCDEX, CCIL), RBI guidelines for credit & market risk management, VaR based margining.
- UNIT-5** An Integrated Risk Management framework, Operational, An integrated approach to risk management considering issues such as operational, supervisory, legal, Accounting, Issue of Governance ratings and risk in institutions, the role of risk management offices (front, middle and back offices), Risk reporting, Risk Budgeting and Setting Risk Limits, limits using notional, stop loss and Var based limits, establishing trading limits - Case Discussions on financial risk (Asia Currency Crisis , Amaranth Hedge funds, Allied Irish Bank Bank of Credit and Commerce International (BCCI), orange county case, etc).

Text Books

1. Phillippe Jorion, Financial Risk Manager Hand book, Wiley.

Reference Books

1. Phillipe Jorion, Value at Risk, The New Bench Mark for Managing Financial Risk.
2. Steve L. Allen, Financial Risk Managemnet – A Practitioner’s Guide to Managing Market and Credit Risk.

MBAI-5F06 BANKING AND INDIAN FINANCIAL SYSTEM

Course Objectives

- To provide an understanding of the functions and role of banks.
- To familiarize students with the risk management approaches of commercial banks.

Syllabus

- UNIT-1** Concept and Definition of Banking- Relationship between Banker and Customer —

	Evolution of Banking in India — Functions of Commercial Banks — Types of Banks — Role of Banks in Economic Development- Recent Trends in Banking: Branch Expansion — Banking Liquidation, Amalgamations and Mergers Rural Banking - Priority Sector Lending — Social Banking — Bank Assurance -Community Banking — Tele-Banking — e-Banking.
UNIT-2	Credit and Investment Management: Instruments and classification of Credit — Credit Appraisal Techniques— Credit Monitoring Arrangement — Investment (Portfolio) Management by Banks- Balance Sheets — SWOT Analysis: Shifts in Policy Perceptions — Non-Performing Assets and Income Recognition Norms - Management of Balance Sheet Activities.
UNIT-3	RBI Guidelines and Risk management: Regulatory Framework- Capital Adequacy requirements- Risk Weighted Assets- The New Basel Capital Accord, Board for Financial Supervision- Risk Based Supervision- Risk Profiling – Strategy and Environment Risk- Organization Risk and Management Risk- Constitution of Risk Management System in Banks.
UNIT-4	Types of Risk: Market Risk, Liquidity Risk and Interest Rate Risk, Credit Risk and Operational Risk and their regulation- Models; Hedging; Sensitivity Analysis; Credit Scoring- Measurement of Operational Risk- Asset Liability Management (ALM) : RBI Guidelines- Volatility- Product Innovation- Purpose of ALM – ALM Information System.
UNIT-5	Risk Management tools and Derivatives: Securities Contracts - Foreign Exchange Transactions - Forward Contracts- Repurchase Agreements - Swaps – Options – Futures – Alternative Risk Transfer Products - Currency Swaps – Currency options and Futures – Exchange Traded Funds.

Text Books

1. Vasant C. Joshi and Vinay V Joshi (1998), *Managing Indian Banks: The Challenges Ahead*, Response Books, New Delhi.

Reference Books

1. Maheswari, S N and Maheswari S K , *Banking - Law & Practice*, Kalyani Publishers, New Delhi.
2. D. Muralidharan, *Modern Banking*, Prentice Hall of India: New Delhi.
3. Jyotsna Sethi and Nishwan Bhatia, *Elements of Banking and Insurance*, Prentice Hall of India: New Delhi.
4. Risk Management in Banks – Institute of Bank Management and Research
5. O.P. Agarwal, *Banking and Insurance*, Himalaya Publications: Mumbai.
6. Eddie Cade, *Managing Banking Risks*, Woodhead Publishing Ltd., in association with The Chartered Institute of Bankers, England

MBAI-5F07 FINANCIAL ENGINEERING

Course Objectives

- To make the student to understand on financial engineering, its processes, tools and strategies.
- To appraise the students with the recent developments, future trends and career avenues in financial engineering.

Syllabus

UNIT-1 Introduction – Concept - Scope – Financial Engineering Versus Financial Analysis -

Financial Engineering Team, Productizing the solution – career opportunities for Financial Engineers - Factors contributing to the growth of Financial Engineering (Case study): Environmental Factors - Intrafirm factors – Knowledge Base of Financial Engineer: Economic theory, mathematical and statistical tools and financial technology – Financial Innovations in India – Computational finance – Quantitative finance and practice.

UNIT-2 Conceptual Tools of the Financial Engineering – Ideas and theories – Portfolio theory – Valuation theory – Hedging theory – Accounting theory – Relationship theory- Valuation relationships and applications – Measuring return – Measuring Risks– Managing Risk - Forex risks

UNIT-3 Physical tools of the Financial Engineering : New Product Development Model: Direction, Design, Testing, Introduction and Instruments Preview –Financial Instruments _ Design – Test – Valuation – Modelling- Securities - Hybrid securities - Derivative – Future – Options - Swaps.

UNIT-4 Financial Engineering, Process and Strategies: Evolution of ALM, Five foundation concepts in ALM strategy, Gap Management, Investment Banker in ALM: Total Return Optimisation and Risk Controlled Arbitrage – Hedging: Hedge ratios, composite hedging, size of hedge, measuring hedge effectiveness and cost of hedging, Building Block Approach (BBA) to hedging – ways to visualize the BBA: risk and pay off profiles, boxed cash flow diagrams and time line cash flow diagrams – Other Risk Management Techniques.

UNIT-5 Financial Engineering & International Finance - International Commercial Banking, International Security Markets, International Investment Banking - Legal Protections for Innovative Financial Products and Services: Copy right, Patent, Trademark or Service Mark.

Text Books

1. Neftci, N, Principles of Financial Engineering, Elsevier Academic Press, 2004.

Reference Books

1. Constantin Zopounidis et.al., Handbook of Financial Engineering.
2. Neftci, N, Hirsu, An Introduction to the Mathematics of Financial Derivatives, Elsevier 2014
3. Cochrane, J, Asset Pricing, Princeton University Press, 2009
4. Garrett, S, An Introduction to the Mathematics of Finance, Butterworth – Heinemann, 2013

MBAI-5F08 MICROFINANCE

Course Objectives

- The course on microfinance is intended to give an exposure to the theoretical underpinnings on microfinance. It would cover the basic practices including the diverse approaches used in the profit and non-profit sector.

Syllabus

- UNIT-1** Economics of Poverty - An overview- Economic Growth & Development: Poverty as an impediment of growth - Poverty alleviation measures - Micro finance – Concept – Need, scope, assumptions, Importance -Micro-finance as a development tool – lessons from international experience
- UNIT-2** Fundamentals of Banking - Social Banking: concept and its relevance in developing countries -Delivering Financial Services to the Poor - Micro-finance delivery Methodology-Legal and Regulatory framework - Governance and Managerial Aspects - Microfinance models and characteristics - Designing a Microfinance Programme.
- UNIT-3** Impact and issues of Micro-finance – Gender sensitivity and focus- Gendered microfinance –concept- worldwide outreach and future direction of Micro-finance- Innovative and creative micro-finance Models-Impact of micro-finance - Emerging issues- impact assessment and social assessment.
- UNIT-4** Financial products and Services-Revenue models of micro-finance: profitability, efficiency and Productivity-Risk Management-Basics of Banking-Development banking and priority sector lending- Financial accounting and reporting.
- UNIT-5** Micro-finance in India - History, Models, Current Practices and Trends - Indian Financial Sector and Financial inclusion – Micro-finance movement in India – Characteristics of micro-finance in India – Future of micro-finance in India.

Text Books

1. Fisher and Sriram, Beyond Micro Credit: Putting Development Back into Microfinance, Sage-Vistaar

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 Financial Services to the Poor, World Bank Publications
4. Rhyne, (2001), Mainstreaming Microfinance: How Lending to the Poor Began, Grew and Came of Age in Bolivia, 1st Edn., Kumarian Press.

medical mobile home co-pays vision erment insurance pocket deductible long term beneficiary older value profit

