

DR. A.P.J. ABDUL KALAM TECHNICAL UNIVERSITY,

LUCKNOW



Evaluation Scheme & Syllabus

MBA

(Banking and Financial Services)

Second Year

(Effective from the Session: 2023-24)

MBA

(Banking and Financial Services)

II Year Teaching and Evaluation Scheme

(with Effect from Academic Session 2023-24)

PREAMBLE

The Evaluation Scheme and Syllabus for Second Year MBA (Banking and Financial Services) programme is designed with a view to enhance the knowledge and skills of management graduates for employment in Banking and Financial Services nationally or internationally and its allied areas. The guidelines of Model Curriculum of AICTE are duly considered by incorporating relevant emerging areas in Financial Services. It has also followed the guidelines of New Education Policy (NEP) to specify the learning outcomes for each subject and used Bloom's hierarchical model as expected indicators of learning levels. The specified levels of learning outcomes are indicative and could be used suitably for assessment and evaluation. That could also be used for planning of teaching-learning sessions with suitable pedagogy and learning resources.

The management education is dynamic and driven by socio-economic and technological changes as well as innovations. Hence, it is expected that, latest updates from research, industry practices and cases must be discussed extensively during teaching to achieve the desired levels of knowledge and skills with practical outlook among graduating students. The detailed syllabus has introduced case studies and latest updates also.

Visits to Banking, broking firms & stock exchange etc. and some short duration Projects will be helpful to graduating students in gaining the feel of Experiential Learning. It will help in orienting the students towards entrepreneurship in Financial Services and its allied fields.

With the introduction of subjects like FINTECH, Risk Management & Analysis Technological and Analytics, graduates will be competent and ready for different corporate jobs at national and International platform.

**GUIDELINES FOR SUMMER INTERNSHIP (III SEMESTER) AND RESEARCH
PROJECT REPORT(IV SEMESTER)**

KMBF307 SUMMER TRAINING PROJECT REPORT

1. At the end of the second semester examination, it is mandatory for every student of MBA to undergo on-the-job practical training in any manufacturing, service or financial organization. The training will be of 6 to 8 weeks duration. The college/institute will facilitate this compulsory training for students.
2. During the training, the student is expected to learn about the organization and analyze and suggest solutions to a live problem. The objective is to equip the students with the knowledge of actual functioning of an organization and problems faced by them for exploring feasible solutions.
3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student. The Problem or project shall necessarily be related to Banking and Financial Sector.
4. The student, after the completion of training will submit a report to the College/Institute which will form part of the third semester examination. However, the report must be submitted by the end of September 30.
5. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Training Project Report. The report should ordinarily be based on primary data. It should reflect in depth study of a micro problem, ordinarily assigned by the organization where the student undergoes training. Relevant tables and bibliography should support it. One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problem faced. This chapter will form part 1 of the report. Part 2 of the report will contain the study of micro research problem. The average size of report ordinarily will be of minimum 100 pages in standard font size (12) and double spacing. One neatly typed (one sided only) and soft bound copies of the report will be submitted to the College/Institute. The report will be typed on A-4 size paper.
6. The report will have three certificates, one by the Head of the Department, another by the Faculty guide and third one from reporting officer of the organization where the student has undergone training. These three certificates should be attached in the beginning of the report.
7. The Summer Training Project Report will carry 150 marks and will be evaluated by two examiners (external and internal). The evaluation will consist of (1) Project Report evaluation (2) Project Presentation and Viva Voce.
8. The Project Report evaluation will comprise of 50 sessional marks and would be evaluated by internal project guide. The Presentation and Viva Voce would comprise of 100 marks and would be evaluated by two examiners (1 external and 1 internal). The average of the marks awarded by the 2 examiners will be taken into account for the results. In case the difference in the awards given by the examiners is 30 or more marks, the project report will be referred to a third examiner. Only such person will evaluate the project report who has minimum three years of experience of teaching MBA classes in a College/University. Experience of teaching MBA classes as guest faculty shall not be counted.
9. The parameters on which external evaluation would be carried out are as under:

Project Report Evaluation:

Evaluation Criteria & Marks	Understanding of Objectives with topic (20)	Understanding Of Reliance of topic (20)	Interpretation & Analysis (20)	Presentation (20)	Query handling (20)
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10. It is mandatory that the student will make presentation in the presence of teachers and students. The student is expected to answer to the queries and questions raised in such a meeting.
11. The student shall prepare the Summer Training Project Report as per the format given in the Summer Training Manual as prescribed by the University

KMBF408 RESEARCH PROJECT REPORT (RPR)

1. In fourth semester, the candidates will have to submit a Research Project Report on a problem/topic from the Banking & Financial Sector to be assigned by the MBA department under the supervision of a core faculty member of the department.
2. The Research Project Report will carry 150 marks.
3. The evaluation of the project report will be done by two examiners (external & internal). The evaluation will consist of (1) Evaluation of Project Report (2) Presentation and Viva Voce.
4. The evaluation of Project Report will comprise of 50 marks and would be evaluated by the internal guide.
5. The evaluation of Viva Voce of Project would comprise of 100 marks and would be evaluated by two examiners (1 external and 1 internal).The average of the marks awarded by the 2 examiners will be taken into account for the results. In case the difference in the marks given by the examiners is 30 or more, the project report will be referred to a third examiner. In such cases the average of two closer awards (given by three examiners) will be taken into account for the results.
6. The report will contain the objectives and scope of the study. Research Methodology, use and importance of the study, analysis of data collected, conclusions and recommendations. It will contain relevant charts, diagrams and bibliography. A certificate of the supervisor and the Head of the MBA program certifying the authenticity of the report shall be attached therewith. The student will submit one hard & one soft copy of the report to the Head of MBA program. The number of pages in the report will be minimum 75 or more. The report should be typed in A-4 size paper. The parameter on which both evaluation (1 & 2) would be carried on would be on the basis of:

The scheme of evaluation for Project Report

Criteria & Marks	Relevance of Objectives with topic (10)	Relevance of Research Methodology(20)	Interpretation & Analysis (20)	Total (50)
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The scheme of evaluation of Viva voce

Evaluation Criteria and Marks	Understanding of Objectives with topic (20)	Understanding of the relevance of Research (20)	Interpretation & Analysis (20)	Presentation & Communication skills (20)	Query Handling (20)	Total (100)
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Semester III

SN	CODE	SUBJECT	PERIODS			INTERNAL EVALUATION SCHEME				END SEMESTER EVALUATION		TOTAL	CRE DIT
			L	T	P	CT	TA	PS	TOTAL	TE	PE		
1	KMBF301	Strategic Management	3	0	0	30	20	0	50	100		150	3
2	KMBF302	Financial Credit Risk Analytics	3	0	0	30	20	0	50	100		150	3
3	KMBF303	Tax Management	3	0	0	30	20	0	50	100		150	3
4	KMBF304	Security Analysis and Portfolio Management	3	0	0	30	20	0	50	100		150	3
5	KMBF305	Depository Operations	3	0	0	30	20	0	50	100		150	3
6	KMBF306	Emerging Technologies in Banking and FINTECH	3	0	0	30	20	0	50	100		150	3
7	KVE301	Universal Human Values and Professional Ethics	3	0	0	30	20	0	50	100		150	3
8	KMBF307	Summer Training Project Report & Viva Voce	0	4	0	0	50	0	50	0	100	150	4
												1200	25

L/T/P – Lecture/Tutorial/Practical, CT/TA/PS- Class Test/Teachers Assessment/Practical Session, TE/PE-Term End/ Practical End

Semester IV

SN	CODE	SUBJECT	PERIODS			INTERNAL EVALUATION SCHEME				END SEMESTER EVALUATION		TOTAL	CREDIT
			L	T	P	CT	TA	PS	TOTAL	TE	PE		
1	KMBF401	Innovation & Entrepreneurship	3	0	0	30	20	0	50	100		150	3
2	KMBF402	FINANCIAL MARKETS AND SERVICES	3	0	0	30	20	0	50	100		150	3
3	KMBF403	Insurance and risk Management	3	0	0	30	20	0	50	100		150	3
4	KMBF404	Foreign Exchange and Risk Management	3	0	0	30	20	0	50	100		150	3
5	KMBF405	Customer Relationship Management in BFSI	3	0	0	30	20	0	50	100		150	3
6	KMBF406	Monetary and Fiscal Policy	3	0	0	30	20	0	50	100		150	3
7	KMBF407	Treasury Management in Banking	3	0	0	30	20	0	50	100		150	3
8	KMBF408	Research Project Report & Viva Voce	0	2	2	0	50	0	50	0	100	150	4
												1200	25

L/T/P – Lecture/Tutorial/Practical, CT/TA/PS- Class Test/Teachers Assessment/Practical Session, E/PE-Term End/ Practical End

Strategic Management

Code: KMBF301

Credits: 3

Teaching Hours: 40

Course Objectives

1. To have a clear understanding of the key concepts and principles of strategic management
2. To have skills and understanding of tools and techniques for analyzing a company strategically
3. To provide a basic understanding of the nature and dynamics of the strategy formulation and implementation processes.
4. To encourage students to think critically and strategically.
5. The ability to identify strategic issues and design appropriate courses of action.

UNIT 1

(8 hours)

Introduction: meaning nature, scope, and importance of strategy; Model of strategic management, Strategic Decision-Making Process.

Corporate Governance: Composition of the board, Role and Responsibilities of the board of directors, Trends in corporate governance, Corporate Social Responsibility. **Case Studies and Latest Updates.**

UNIT 2

(8 hours)

Environmental Scanning: *Understanding the Macro Environment:* PESTEL Analysis, Industrial Organization (IO) & the Structure Conduct Performance (SCP) approach, Porter's Five Forces Model, *Understanding the Micro Environment:* Resource Based View (RBV) Analysis, VRIO Framework, Using resources to gain Competitive advantage & its sustainability, Value Chain Analysis. **Case Studies and Latest Updates.**

UNIT 3

(8 hours)

Strategy Formulation: Situational Analysis using SWOT approach

Business Strategies: Competitive **Strategy:** - Cost Leadership, Differentiation & Focus, Cooperative **Strategy:** - Collusion & Strategic Alliances

Corporate Strategies: Directional **Strategy:** Growth strategies, Stability Strategies & Retrenchment Strategies. Corporate Parenting

Functional Strategies: Marketing, Financial, R&D, Operations, Purchasing, Logistics, HRM & IT. *The sourcing decision:* Outsourcing & offshoring

Case Studies and Latest Updates.

Unit 4

(8 hours)

Strategy Choice and Analysis: Scenario Analysis Process, Tools & Techniques of strategic Analysis: BCG Matrix, Ans off Grid, GE Nine Cell Planning Grid, McKinsey's 7'S framework. **Case Studies and Latest Updates.**

Strategy implementation: Developing Programs, Budget and Procedures, Stages of Corporate Development, Organizational Life cycle, *Organizational Structures:* Matrix, Network & Modular/Cellular; Reengineering and Strategy implementation, Leadership and corporate culture, **Case Studies and Latest Updates.**

Unit5**(8 hours)**

Strategy Evaluation & Control: Evaluation & Control process, *Measuring performance*: types of controls, activity based costing, enterprise risk management, primary measures of corporate performance, balance scorecard approach to measure key Performance, responsibility centers, Benchmarking, Problems in measuring Performance & Guidelines for proper control. Strategic Audit of a Corporation. **Case Studies and Latest Updates.**

COURSE OUTCOMES

Course Outcomes	Expected Levels of Learning as per Bloom's Taxonomy for Assessment of Course Outcome.
CO1: Formulateorganizational vision, mission, goals, and values	Applying(K3) Understanding(K2) Remembering(K1)
CO2. Develop strategies and action plans to achieve an organization's vision, mission, and goals.	Create(K6) Evaluating(K5) Analysing(K4) Applying(K3) Understanding(K2)
CO3. Develop powers of managerial judgment, how to assess business risk, and improve ability to make sound decisions and achieve effective outcomes.	Analysing(K4) Applying(K3) Understanding(K2) Remembering(K1)
CO4. Evaluate and revise programs and procedures in order to achieve organizational goals;	Analysing(K4) Applying(K3) Understanding(K2) Remembering(K1)
CO5. Consider the ethical dimensions of the strategic management process;	Analysing(K4) Applying(K3) Understanding(K2) Remembering(K1)

Suggested Readings:

1. Wheelen, L.Thomas and Hunger, David J.; Concepts in Strategic Management and Business Policy, Pearson Education,
2. Stewart Clegg, Chris Carter, Martin Kornberger & Jochen Schweitzer: Strategy- Theory and Practice.(SAGE Publishing India)
3. Kazmi, Azhar; Business Policy and Strategic Management;McGraw-HillEducation. David, Fred; Strategic Management:Concepts and Cases;PHI Learning.
4. Thomson,Arthur A. and Strickland, A.J.; StrategicManagement:Conceptand Cases;McGraw Hill Education,
5. Jauch, L.F., and Glueck, W.F.; Business Policy and Strategic Management; McGraw-Hill Education.

FINANCIAL CREDIT RISK ANALYTICS

Code:KMBF302

Credits: 3

Teaching Hours: 40

UNIT I : Introduction (8 hours)

Financial Credit: Meaning & Objectives, Credit Risk, Credit Analysis, Seven C's, Credit Analysis Process, Credit Process, Documentation, Loan Pricing and Profitability Analysis. Regulations, Types of Credit Facilities: Various types of Credit Facilities- Cash Credit, Overdrafts, Demand Loan, Bill Finance – Drawee Bill Scheme, Bill Discounting. Cash Delivery: Types of Facilities, Modes of Delivery.

UNIT II: Trade Credit Risk (8 hours)

Sole -Banking Arrangement, Multiple Banking Arrangement, Consortium Lending, Syndication. Credit Thrust, Credit Priorities, Credit Acquisitions, Statutory & Regulatory restrictions on Advances. Credit Appraisal: Validation of proposal, Dimensions of Credit Appraisals, Structuring of Loan documents, Credit Risk, Credit Risk Rating, Credit Worthiness of Borrower, Purpose of Loan, Source of Repayment, Cash Flow, Collateral.

UNIT III : Letter of Credit and Loan Commitments (10 hours)

Quasi Credit Facilities: Advantages of Non-Fund Facilities, Various types of NFB Facilities, Various types Letter of Credits, Assessment of LC limits, Bills Purchase/ Discounting under LC. Loan commitments, Un-funded lines of credit and their characteristics Various types of Bank Guarantees: Performance Guarantee, Financial Guarantees, Deferred Payment Guarantees, Types of Performance and Financial Guarantees, Assessment of Bank Guarantees Limit, Period of Claim under Guarantee.

UNIT IV: Operational Risk: Overview (6 hours)

Risk & Uncertainty, Financial Sector, Risk Types, Operational Risk Management- Recruitment & Training, Work flow Design, Work Flow Documentation, Delegation of Authority, Independent Internal Audit, Independent Compliance Function, Independent Risk Management Function, System Audit, Corporate Governance, Whistle Blower Policy, Risk Management Culture.

UNIT V: Credit Analysis & Rating (8 hours)

Importance of credit analysis, Stages of credit analysis profitability analysis and pricing of loans, Credit risk analysis (Debt ratios and risk of leverage), Analysis of working capital, liquidity, operating and cash cycle risk. Credit Rating: Measurement of Risk, Objective of Rating, Internal & External Rating, Model Credit Rating, Methodology of Rating, Internal & External Comparison, Model Rating Formats.

COURSEOUTCOME

Course Outcomes	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
CO1:: Understand about various types of financial credit	K1 (Remember)
CO2: Understand the credit risk and its rating.	K1(Remember) K2(Understand)
CO3:Understanding of credit Commitments and its application	K2(Understand) K3(Apply)
CO4:Understanding of risk management and corporate governance.	K1 (Remember) K2(Understand) K3(Apply)
CO5: Measure riskiness of a stock or a portfolio position.	K2(Understand) K5(Evaluation)

Suggested Readings:

1. Fundamentals of Credit and Credit Analysis: Corporate Credit Analysis Kindle Edition by Arnold Ziegel (Author), Ronna Ziegel (Editor)
2. Credit Appraisal Risk Analysis & Decision Making by V.Rajaraman (Author)
3. Financial Engineering, Risk Management & Financial Institutions (English, Paperback, Rao S.S. Prasada)
4. The Bank Credit Analysis Handbook: A Guide for Analysts, (Wiley Finance) Hardcover by Jonathan Golin (Author), Philippe Delhaise (Author)
5. Credit Risk Measurement: New Approaches to Value at Risk and Other Paradigms (Wiley Finance) by Anthony Saunders (Author), Linda Allen (Author)
6. Credit Risk Analytics: Measurement Techniques, Applications, and Examples in SAS (Wiley and SAS Business Series) Hardcover – by Daniel Roesch (Author), Harald Scheule (Author), Bart Baesens (Author)
7. Credit Risk Modeling Theory and Applications by David Lando, New Age International (P) Ltd., Publishers.

Tax Management

Code:KMBF303

Credits: 3

Teaching Hours: 40

COURSE OBJECTIVES:

1. Understand the fundamental principles and concepts of direct and indirect taxes.
2. Analyze the tax implications for businesses and individuals and develop strategies to minimize tax liabilities.
3. Apply practical techniques and tools for effective tax planning within the legal framework.
4. Evaluate the impact of tax planning decisions on business operations and financial performance.
5. Stay updated with the latest trends and changes in direct and indirect taxes to adapt tax planning strategies accordingly.

Unit I (8 hours)

Introduction to Tax: Definition, Cannons of Taxation Person, Assessee, Income, Previous Year, Assessment Year, Income Tax Important Dates and Forms. Residential Status & Tax Incidence: Individual Income Exempted from Tax

Unit II (8 hours)

Heads of Income: Salaries, income from house property, Profits& gains from business or Profession, capital gains, Income from other sources., Clubbing of incomes, Calculation of taxable income, tax calculation including surcharge and Marginal relief, Deduction, Rebate, Relief, setoff & carry forward of losses-Principles, Meaning, Inter-sources & Inter-headset Off.

Unit III (8 hours)

Tax Planning & Management: Tax Avoidance, Planning & Evasion, Income Tax Authorities- Their appointment, Jurisdiction, Powers and functions, Provisions relating to collection and recovery of tax, refund of tax, offences, penalties and prosecutions, appeals and revisions, Advance Tax, TDS, Advance Rulings, Avoidance of Double Taxation Agreements.

Unit IV (8 hours)

Introduction, Overview and Evolution of GST

Indirect tax structure in India, Key Concepts, taxes under GST, Cess, Threshold for Registration, Regular Tax Payer, Composition Tax Payer, Casual Taxable Person, Supply under GST and Valuation of Supply, Place of Supply, Interstate Supply, Export of Service, Export of Goods, Import of Service, Import of Goods, Valuation of Supply (Numerical on valuation and calculation of tax)

Unit V**(8 hours)****Input tax credit process**

Negative List for Input tax credit, Input Tax Credit Utilization and Input Tax Credit

Reversal, Types of GST returns and their due dates, late filing, late fee and interest, Custom Duty and Indirect Taxation, custom tariff act, Levy and types of custom duties, Indirect taxation applicable to few commodities levied by either Central or State Government.

COURSE OUTCOME

Course Outcomes	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
CO1: Understand the fundamental principles and concepts of direct and indirect taxes.	K1(Remember)
CO2: Analyze the tax implications for businesses and individuals and develop strategies to minimize tax liabilities	K1(Remember) K2(Understand) K4(Analyze)
CO3: Apply practical techniques and tools for effective tax planning within the legal	K2(Understand) K3(Apply)
CO4: Evaluate the impact of tax planning decisions on business operations and financial performance.	K5(Evaluate) K2(Understand) K3(Apply)
CO5: changes in direct and indirect taxes to adapt tax planning strategies	K1 (Remember) K2(Understand) K3(Apply)

Suggested Readings

1. Dr. Vinod K. Singhania & Dr. Monica Singhania Students Guide to Income Tax (Taxmann Publication, Latest Edition according to assessment year)
2. Yashwant Sinha, Vinay K. Shrivastava, Indirect Tax reform in India, SAGE Publishing
3. Sid Mitra & Shailendra Kumar Rai, Financial Planning, SAGE Publishing India
4. Dr. B.K. Agarwal & Dr. Rajeev Agarwal Tax Planning and Management (Nirupam Publication, Latest Edition according to assessment year)
5. Paolo M. Panteghini Corporate Taxation in a Dynamic World (Springer, Latest Edition)
6. Girish Ahuja & Ravi Gupta Direct Tax Laws & Practice (Bharat Law House, Latest Edition)
7. Personal Financial Planning (Wealth Management): S. Murali, K.R. Subbakrishna, (Himalaya Publishing House).

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Code: KMBF304

Credits:3

Teaching Hours:40

Course Objectives:

1. Emphasizing an understanding of the economic forces that influence the pricing of financial assets.
2. Understanding of investment theory will be stressed and tied in with discussion of applicable techniques such as portfolio selection.
3. The course material will cover formulae that can be applied in different business situations regarding active portfolio management.
4. To expose the students to the concepts, tools and techniques applicable in the field of security analysis and portfolio management.
5. To provide a theoretical and practical background in the field of investments.

Unit I Investment

(8 hours)

Overview of Capital Market: Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations; Trading of securities: equity and debentures/ bonds. Securities trading - Types of orders, margin trading, clearing and settlement procedures. Regularity systems for equity markets, Type of investors, Aim & Approaches of Security analysis.

Unit II Portfolio Theory

(9 hours)

Risk & Return: Concept of Risk, Component & Measurement of risk, covariance and correlation, Fundamental coefficient, Measurement of systematic Analysis: Economic, Industry, Company Analysis, Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Case Studies.

Unit III Capital Market & Asset Pricing

(8 hours)

Technical Analysis: Dow Theory, Support and Resistance level, Type of charts & its interpretations, Trend line, Gap Wave Theory, Relative strength analysis, Technical Versus Fundamental analysis. Nature of Stock Markets: EMH (Efficient Market Hypothesis) and its implications for investment decision. Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory. Case Studies.

Unit IV Bond, Equity and Derivative Analysis

(8 hours)

Valuation of Equity Discounted Cash flow techniques: Balance sheet valuation, Dividend discount models, Intrinsic value and market price, earnings multiplier approach, P/E ratio, Price/Book value, Price/sales ratio, Economic value added (EVA). Valuation of Debentures/Bonds: nature of bonds, valuation, Bond theorem, Term structure of interest rates.

Unit V Active Portfolio Management

(7 hours)

Portfolio Management and Performance Evaluation: Performance Evaluation of existing portfolio, Sharpe, Treynor and Jensen measures; Finding alternatives and revision of portfolio; Portfolio management and Mutual Fund Industry.

COURSEOUTCOME

Course Outcomes	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
CO 1: Understand about various investment avenues.	K1(Remember) K2(Understand)
CO 2: Understand the value of assets and manage investment portfolio.	K1(Remember) K2(Understand)
CO3: Understand various Models of Investment and its application	K2(Understand) K3(Apply)
CO 4: Understand and create various investment strategies on the basis of various market conditions.	K1 (Remember) K2(Understand) K3(Apply)
CO 5: Measure risk in assess of a stock or a portfolio position.	K1(Remember) K2(Understand)

Suggested Readings

1. Chandra P - Investment Analysis and Portfolio Management (Tata McGraw Hill, 3Ed)
2. Bhatt- Security Analysis and Portfolio Management (Wiley)
3. Pandian P - Security Analysis and Portfolio Management (Vikas)
4. Bodie, Kane, Marcus & Mohanti - Investment and Indian Perspective (TMH)
5. William F. Sharpe, Gordon J. Alexander and Jeffery V. Bailey: Investments, (Prentice Hall).
6. Abhishek Kumar, Index Investing, 2020, SAGE Publishing
7. Donald E. Fischer and Ronald J. Jordan: Security Analysis and Portfolio Management, (Pearson Education)
8. Charles P. Jones, Investments Analysis and Management, (John Wiley & Sons,)
9. Edwin J. Elton, Martin J. Gruber: Modern Portfolio Theory and Investment Analysis, John Wiley & Sons,
10. Sidney Cottle, Roger F. Murray, Frank E. Block, Graham and Dodd: Security Analysis, Tata McGraw-Hill, New Delhi.

Depository Operations

Code: KMBF305

Credits:3

Teaching Hours: 40

Course Objectives:

1. Understand the role and functions of depositories in financial markets.
2. Examine the legal and regulatory framework governing depository operations.
3. Learn about various depository services such as dematerialization and securities settlement.
4. Explore the clearing and settlement processes involved in depository operations.
5. Understand the mechanisms in place to protect investor interests and ensure corporate governance in depository operations.

Unit 1: Introduction to Depository Operations (8 hours)

Role and importance of depository operations, Types of financial assets held by depositories, Regulatory framework and industry standards, Overview of securities settlement and custody services

Unit 2: Securities Settlement and Clearing (8 hours)

Clearing and settlement processes for securities, Roles and responsibilities of parties involved in the settlement process, Settlement methods: delivery versus payment (DVP), free of payment (FOP), etc., Risk management in securities settlement

Unit 3: Custody Services and Asset Protection (8 hours)

Safekeeping and physical protection of securities, Corporate actions and their impact on custody services, Securities lending and borrowing, Asset reconciliation and valuation

Unit 4: Asset Servicing and Fund Administration (8 hours)

Income collection and distribution, Proxy voting and shareholder communication, Tax reclamation and withholding tax management, Net Asset Value (NAV) calculation and fund accounting

Unit 5: Compliance and Risk Management in Depository Operations (8 hours)

Legal and regulatory requirements for depositories, Know Your Customer (KYC) and Anti-Money Laundering (AML) compliance, Risk assessment and mitigation strategies, Technology and automation in depository operations.

COURSE OUTCOME

Course Outcomes	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
CO 1: Understand the role and functions of depositories in financial markets.	K1(Remember) K2(Understand)
CO 2: Examine the legal and regulatory framework governing depository operations.	K2(Understand) K3(Apply)
CO3: Learn about various depository services such as dematerialization and securities settlement.	K2(Understand) K3(Apply)
CO4: Explore the clearing and settlement processes involved in depository operations.	K1 (Remember) K2(Understand) K3(Apply)
CO 5: Understand the mechanisms in place to protect investor interests and ensure corporate governance in depository operations.	K1(Remember) K2(Understand)

Recommended Resources:

1. "Securities Operations: A Guide to Trade and Position Management" by Michael Simmons
2. "Custody and Securities Services: Global Securities Processing and Fund Services" by David Loader
3. "Securities Settlement Systems: Design, Governance, and Oversight" by Committee on Payment and Settlement Systems (CPSS)
4. Regulatory guidelines and industry reports from relevant authorities
5. Online platforms and databases for accessing industry news and research papers.

KMBF306
Credits:3

Emerging Technologies in Banking and FINTECH

Course objectives:

Contact Hours: 40

- Understand the concept of emerging technologies
- Evaluate the impact of emerging technologies
- Analyze the applications and limitations of specific emerging technologies
- Identify regulatory and compliance considerations
- Analyze cyber security risks and develop risk management plans

Unit 1: Artificial Intelligence and Cryptocurrency in Finance (8 hours)

Applications of AI in areas such as risk management, fraud detection, and customer service, Overview of cryptocurrencies: Bitcoin, Ethereum, and others, Introduction to blockchain technology and its underlying principles, Cryptocurrency mining and consensus mechanisms, Understanding decentralized finance (DeFi) and smart contracts.

Unit 2: Blockchain and Distributed Ledger Technologies (8 hours)

Fundamentals of blockchain technology and its applications in banking, understanding distributed ledger technologies and their potential benefits in financial services, use cases of blockchain in areas such as payments, trade finance, and identity verification, Challenges and limitations of implementing blockchain in banking, Regulatory and legal considerations related to blockchain adoption in the financial industry.

Unit 3: Digital Payments and Mobile Banking (8 hours)

Evolution of digital payments and mobile banking in the financial industry, Different digital payment models, including e-wallets, mobile banking apps, and peer-to-peer transfers, Security and privacy concerns in digital payments and mobile banking, Role of cryptocurrencies and decentralized finance (DeFi) in digital payments, Future trends and potential disruptions in the digital payments landscape.

Unit 4: Neo-Banking and Customer Experience (8 hours)

Concept and features of neo-banks in the financial industry, Understanding the digital-first approach and innovative services provided by neo-banks, Analyzing the benefits and challenges of neo-banking for customers and traditional banks, exploring neo-banking business models and partnerships with traditional banks, Evaluating the impact of neo-banking on customer experience and financial inclusion.

Unit 5: Introduction to Emerging Technologies in Banking and FINTECH (8 hours)

Emerging technologies in the banking and financial industry, Drivers and challenges of adopting emerging technologies in the banking sector, Impact of emerging technologies on traditional banking models, Key players and stakeholders in the FINTECH ecosystem, Regulatory and compliance considerations associated with emerging technologies in banking.

Course Outcome	Learning Level (Bloom's Taxonomy)
Explain the significance of emerging technologies in the banking and financial industry	K1 (Remember)
Assess the potential benefits and challenges of adopting emerging technologies in banking operations	K2 (Understand), K4 (Analyze)
Critically evaluate the use cases and constraints of blockchain, AI, digital payments, and neuro banking in finance	K4 (Analyze), K5 (Evaluate)
Develop strategies to address regulatory and compliance requirements in the adoption of emerging technologies	K2 (Understand), K3 (Apply)
Assess the vulnerabilities and risks associated with cybersecurity in banking and formulate mitigation strategies	K4 (Analyze), K5 (Evaluate)

Suggested Reading:

1. "Mastering Blockchain: Unlocking the Power of Crypto currencies, Smart Contracts, and Decentralized Applications" by Imran Bashir
2. "Blockchain Basics: A Non-Technical Introduction in 25 Steps" by Daniel Drescher
3. "The Age of Crypto currency: How Bitcoin and Digital Money Are Challenging the Global Economic Order" by Paul Vigna and Michael J. Casey
4. Artificial Intelligence in Economics and Finance Theories (Advanced Information and Knowledge Processing), by Tankiso Moloi (Author), Tshilidzi Marwala (Author), Springer.

Universal Human Values and Professional Ethics

Code: KVE301

Credits: 3

Teaching Hours: 40

Course Objectives

1. To help students distinguish between values and skills, and understand the need, basic guidelines, content and process of value education.
2. To help students initiate a process of dialog within themselves to know what they 'really want to be' in their life and profession
3. To help students understand the meaning of happiness and prosperity for a human being.
4. To facilitate the students to understand harmony at all the levels of human living, and live accordingly.
5. To facilitate the students in applying the understanding of harmony in existence in their profession and lead an ethical life

Course Outcomes

1. Understand the significance of value inputs in a classroom, distinguish between values and skills, understand the need, basic guidelines, content and process of value education, explore the meaning of happiness and prosperity and do a correct appraisal of the current scenario in the society
2. Distinguish between the Self and the Body, understand the meaning of Harmony in the Self the Co-existence of Self and Body.
3. Understand the value of harmonious relationship based on trust, respect and other naturally acceptable feelings in human-human relationships and explore their role in ensuring a harmonious society
4. Understand the harmony in nature and existence, and work out their mutually fulfilling participation in the nature.
5. Distinguish between ethical and unethical practices, and start working out the strategy to actualize a harmonious environment wherever they work.

Course Description

Every human being has two sets of questions to answer for his life: a) what to do? and, b) how to do? The first set pertains to the value domain, and the other to the skill domain. Both are complimentary, but value domain has a higher priority. Today, education has become more and more skill biased, and hence, the basic aspiration of a human being, that is to live with happiness and prosperity, gets defeated, in spite of abundant technological progress. This course is aimed at giving inputs that will help to ensure the right understanding and right feelings in the students in their life and profession, enabling them to lead an ethical life. In this course, the students learn the process of self- exploration, the difference between the Self and the Body, the naturally acceptable feelings in relationships in a family, the comprehensive human goal in the society, the mutual fulfillment in the nature and the co-existence in existence. As a natural outcome of such inputs, they are able to evaluate an ethical life and profession ahead.

UNIT 1: Course Introduction - Need, Basic Guidelines, Content and Process for Value Education (8 hours)

Understanding the need, basic guidelines, content and process for Value Education, Self-Exploration–what is it? - its content and process; ‘Natural Acceptance’ and Experiential Validation- as the mechanism for self-exploration, Continuous Happiness and Prosperity- A look at basic Human Aspirations, Right understanding, Relationship and Physical Facilities- the basic requirements for fulfillment of aspirations of every human being with their correct priority, Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario, Method to fulfill the above human aspirations: understanding and living in harmony at various levels.

UNIT 2: Understanding Harmony in the Human Being - Harmony in Myself (8 hours)

Understanding human being as a co-existence of the sentient ‘I’ and the material ‘Body’, Understanding the needs of Self (‘I’) and ‘Body’ - Sukh and Suvidha, Understanding the Body as an instrument of ‘I’ (I being the doer, seer and enjoyer), Understanding the characteristics and activities of ‘I’ and harmony in ‘I’, Understanding the harmony of I with the Body: Sanyam and Swasthya; correct appraisal of Physical needs, meaning of Prosperity in detail, Programs to ensure Sanyam and Swasthya.

UNIT 3: Understanding Harmony in the Family and Society- Harmony in Human-Human Relationship (8 hours)

Understanding harmony in the Family- the basic unit of human interaction, Understanding values in human-human relationship; meaning of Nyaya and program for its fulfillment to ensure Ubhaytripty; Trust (Vishwas) and Respect (Samman) as the foundational values of relationship, Understanding the Meaning of Vishwas; Difference between intention and competence, Understanding the meaning of Samman, Difference between respect and differentiation; the other salient values in relationship, Understanding the harmony in the society (society being an extension of family): Samadhan, Samridhi, Abhay, Sah-astitva as comprehensive Human Goals, Visualizing a universal harmonious order in society- Undivided Society (AkhandSamaj), Universal Order (SarvabhaumVyawastha)- from family to world family!.

UNIT 4: Understanding Harmony in the Nature and Existence - Whole existence as Coexistence (8 hours)

Understanding the harmony in the Nature, Interconnectedness and mutual fulfillment among the four orders of nature-recyclability and self-regulation in nature, Understanding Existence as Coexistence (Sah-astitva) of mutually interacting units in all-pervasive space, Holistic perception of harmony at all levels of existence.

UNIT 5: Implications of the above Holistic Understanding of Harmony on Professional Ethics (8 hours)

Natural acceptance of human values, Definitiveness of Ethical Human Conduct, Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order, Competence in Professional Ethics: a) Ability to utilize the professional competence for augmenting universal human order, b) bility to identify the scope and characteristics of people-friendly and ecofriendly production systems, technologies and management models, Case studies of typical holistic technologies, management models and production systems, Strategy for transition from the present state to Universal Human Order: a) At the level of individual: as socially and ecologically responsible engineers, technologists and managers, b) At the level of society: as mutually enriching institutions and organizations

Suggested Readings

1. R R Gaur, R Sangal, G P Bagaria, 2009, A Foundation Course in Human Values and Professional Ethics.
2. Ivan Illich, 1974, Energy & Equity, The Trinity Press, Worcester, and Harper Collins, USA
3. E.F. Schumacher, 1973, Small is Beautiful: a study of economics as if people mattered, Blond & Briggs, Britain.
4. Susan George, 1976, How the Other Half Dies, Penguin Press. Reprinted 1986, 1991
5. Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III, 1972, Limits to Growth – Club of Rome’s report, Universe Books.
6. A Nagraj, 1998, Jeevan Vidya EkParichay, Divya Path Sansthan, Amarkantak.
7. P L Dhar, RR Gaur, 1990, Science and Humanism, Commonwealth Publishers.
8. A N Tripathy, 2003, Human Values, New Age International Publishers.
9. Subhas Palekar, 2000, How to practice Natural Farming, Pracheen (Vaidik) KrishiTantraShodh, Amravati.
10. E G Seebauer& Robert L. Berry, 2000, Fundamentals of Ethics for Scientists & Engineers, Oxford University Press
11. M Govindrajran, S Natrajan& V.S. Senthil Kumar, Engineering Ethics (including Human Values), Eastern Economy Edition, Prentice Hall of India Ltd.
12. B P Banerjee, 2005, Foundations of Ethics and Management, Excel Books
13. B L Bajpai, 2004, Indian Ethos and Modern Management, New Royal Book Co., Lucknow. Reprinted 2008.

SUMMER TRAINING PROJECT REPORT & VIVA VOCE

KMBF307

Credits: 4

GUIDELINES FOR SUMMER INTERNSHIP (III SEMESTER)

- **As mentioned in the Preamble.**

INNOVATION & ENTREPRENEURSHIP

Code: KMBF401

Teaching Hours:40

Credits: 3

COURSE OBJECTIVES:

1. The purpose of this course is to expose the student to the basic concepts of entrepreneurship, functions of entrepreneurs and problems faced by them in the real world
2. To provide insights to students in converting an Idea to an opportunity and develop understanding of various funding sources for a startup
3. Familiarizing the students with SME sector activities, venture capital financing and international entrepreneurial opportunities.
4. To understand the role of innovation and technical change in enterprise and global level economic performance
5. To understand the technological, human, economic, organizational, social and other dimensions of innovation

Unit 1

(7 hours)

Innovation: Meaning, difference between innovation and creativity, Innovation types & Platforms, Business Model Innovation, Service Innovation, Design-led innovation, Improvisation, Large firm Vs. Start-up innovation, Co-creation and open innovation, developing an innovation strategy, Sources of innovation, Innovation Environment, Creative Destruction.

Unit 2

(6 hours)

Entrepreneurship: Meaning, definition and concept, Factors affecting entrepreneurship, characteristics and skills of an entrepreneur, entrepreneur v/s manager. Concept of intrapreneurship, types of entrepreneurs, functions of entrepreneur, entrepreneurial decision process, challenges faced by entrepreneurs and changing role of entrepreneur. Women enterprises, social, and rural entrepreneurship.

Unit 3

(10 hours)

Entrepreneurial Finance, Assistance and Entrepreneurial Development Agencies:

Estimating financial funds requirement; Sources of finance – banks, & financial institutions, financing of small-scale industries in developing countries. Role of central government and state government in promoting entrepreneurship with various incentives, subsidies, grants, export oriented units – fiscal & tax concessions, other government initiatives and inclusive entrepreneurial growth. Overview of MSME policy of government in India,

Role of agencies assisting entrepreneurship: DICs, SSIs, NSICs, EDIINIESBUD, NEDB, Entrepreneurship Development Institute (EDI). New initiatives taken by government to promote entrepreneurship

Unit 4**(12 hours)**

From Idea to opportunity: Idea generation- sources and methods, identification and classification of ideas. Individual creativity: idea to business opportunity, Opportunity assessment, Process of New Venture and its Challenges, Venture capital, Angel investing, Crowd funding

Developing a Business Plan: Business Planning Process: elements of business planning, preparation of project plan, components of an ideal business plan – market plan, financial plan, operational plan, and, Feasibility Analysis – aspects and methods: Economic analysis, financial analysis, market-, and technological feasibility.

Unit 5**(5 hours)**

Launching a New Venture: Steps involved in launching a business (Process charts), Various Forms of business ownership, Registration of business units; start-up to going IPO; revival, exit and end to a venture.

COURSE OUTCOMES

Course Outcome	Expected Levels of Learning as per Bloom's Taxonomy for Assessment of Course Outcome.
CO1: Remember and comprehend basic concepts of entrepreneurship	Remembering(K1) Knowledge(K2) Comprehending(K3)
CO2: Develop knowledge on Entrepreneurial Finance, Assistance and role of Entrepreneurial Development Agencies	Applying(K4) Analyzing(K5) Evaluating(K7)
CO3: Develop understanding of converting an Idea to an opportunity and develop understanding of various funding sources	Analyzing(K5) Evaluating(K7)
CO4: Gaining depth knowledge of innovation and its various sources	Remembering(K1) Knowledge(K2) Analyzing(K5)
CO5: Develop understanding of various dimensions of innovation along with current trends and general awareness of innovation and startup	Knowledge(K2) Synthesizing(K6) Evaluating(K7)

Suggested Readings:

1. Roy: Entrepreneurship, OUP
2. Ahmad, Ali and Bhatt, Punita.: Entrepreneurship in Developing and Emerging Economies, SAGE Publishing India
3. Mitra, Jay: The Business of Innovation, 2017, SAGE Publishing
4. Entrepreneurship 10th Ed (Indian Edition) 2016 by Robert Hirsch Michael Peters Dean Shepherd, McGraw Hill
5. Khanka, S.S.; Entrepreneurial Development; S. Chand and Co.
6. Kumar, Arya; Entrepreneurship; Pearson Education.
7. Desai, Vasant; Dynamics of Entrepreneurial Development and Management; Himalaya Publishing
8. Blundel, R. and Lockett, N.; Exploring Entrepreneurship Practices and Perspectives; Oxford Publications.
9. Dollinger, M. J.; Entrepreneurship: New Venture Creation; PHI Learning.
10. "Reinventing Your Business Model" by Mark W. Johnson, Clayton M. Christensen, and Henning Kagermann)
11. Afuah, A.. Innovation Management: Strategies, Implementation, and Profit. OxfordUniversity Press.

FINANCIAL MARKETS AND SERVICES

KMBF402

Credits:3

Teaching Hours: 40

Objective: to enlighten the students with the Concepts and Practical dynamics of Financial Markets and Financial Services

UNIT I (8 hours)

Structure of Financial System – role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms.

UNIT II (8 hours)

Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Framework of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India.

UNIT III (8 hours)

Venture Capital – Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital, Leasing – types of Leases – Evaluation of Leasing Option Vs. Borrowing.

UNIT IV (8 hours)

Credit Rating – Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context;

UNIT V (8 hours)

Mutual Funds – Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India. Debt Securitisation – Concept and Application – De-mat Services-need and Operations-role of NSDL and CSDL. (Case Studies are Compulsory)

Suggested Books:

1. Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
2. V.A. Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai
3. DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House
4. Anthony Saunders and MM Cornett, Fin Markets & Institutions, TMH, ND
5. Edminister R.D., Financial Institution, Markets and Management:
6. Punithavathy Pandian, Financial Markets and Services, Vikas, New Delhi
7. Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai
8. Meir Khan – Financial Institutions and Markets, Oxford Press.
9. Madura, Financial Markets & Institutions, Cengage, ND.

Insurance and risk Management

KMBF403

Credits:3

Contact Hours: 40

Course Objectives: After completion of the course, learners will be able to:

1. Understand the concept of risk and uncertainty and classify risks, level of risk, and explain the behavioural aspect of risk and economics of insurance.
2. Explain insurable and non-insurable risks.
3. Analyse the role of risk management and insurance in economic development and as a social security tool.
4. Evaluate the managerial functions of risk management and its process and also the working of insurance
5. Evaluate the insurance contract as a risk management tool

Unit 1

(8 hours)

Risk and Uncertainty Concepts, causes, degree, classification, and cost. Insurable risk. Risk and economic development. Psychology and attitude towards risk. Managing risk and uncertainty. Cash flow at risk, Value at risk.

Unit 2

(8 hours)

Risk management & its managerial aspects: Risk management-concept, evolution, purpose, scope, importance, and its future. Role of risk management in economic growth. Risk management function. Risk Manager. Managerial Aspects- goals, identification, evaluation, risk response, and plan administration, risk management in a global economy: future perspective

Unit 3

(8 hours)

Role of Insurance in managing risk Nature, importance, purpose, functions, classification, limitations and production process of insurance. Insurance and Risk, Insurance & Economic development, Insurance as a social security tool, Determinants of insurance market structure; Re-insurance: meaning, purpose, forms.

Unit 4

(8 hours)

Insurance contract: An overview Nature & subject matter of insurance and insurance contracts; Salient Features - as per Contract Act, including special features, evidence and supporting documentation; Payment of premium; e-insurance policy; Insurance Repositories.

Unit 5

(8 hours)

Regulatory Compliance and Emerging Trends in Insurance Risk Management, Regulatory framework and compliance requirements for insurance companies, Corporate governance and risk management practices in insurance, Emerging trends and challenges in insurance risk management Ethical considerations and social responsibility in the insurance industry.

Suggested Readings:

1. Arunajatesan S. & T. R. Viswanathan, Risk Management and Insurance, (2009) Macmillan Publishers Ltd.
2. Dorfman S. Mark (2012, 1987) Introduction to Risk Management and Insurance, Eighth Ed, Prentice-Hall.
3. Hampton John J. (1993) Essentials of Risk Management and Insurance, (1993), American Management Association (Amacom).
4. Holyoake Julia & Weipers Bill Insurance, (2002), Institute of Financial Services, U. K. (AITBS Publishers & Distributors (Regd.), Delhi-51.
5. Patukale Kshitiz (2009) Insurance for Everyone, Macmillan India Ltd. Teaching Learning Process, Assessment Methods and Teaching
6. Rejda, G. E. & McNamara M. (2017) Principles of Risk Management and Insurance, Pearson Education.
7. Skipper D. Harold & Kwon W. Jean (2008) Risk Management & Insurance Blackwell Publishing, Wiley India
8. Vaughan E.T. & T. Vaughan (2015) Fundamentals of Risk Management and Insurance.

FOREIGN EXCHANGE AND RISK MANAGEMENT

KMBF404

Credits:3

Contact Hours: 40

Course Objectives: This course is intended to introduce the basic theory, concepts and practical approach in Foreign Exchange Management and to enable students to handle various risk associated with forex and its management. The course objectives are outlined below:

- To enable the students to understand about the Concepts of BOP and evaluation of international exchange rate system.
- To facilitate the students to understand the various theories of exchange rate determination.
- To enable the students to understand various foreign exchange transactions.
- To facilitate the students to understand various forex risks and its management.

UNIT I

(8 hours)

Foreign Exchange and Foreign Trade, Exchange Rate, Foreign Exchange as stock, Balance of Payments, Balance of Payments accounting, Components of Balance of Payments; Current Account, Capital Account, Official Reserve Accounts, Debit and Credits Entries, International Exchange Systems; Fixed and Floating Exchange rate system. Exchange Rate System prior to IMF; Gold currency standard, Gold bullion standard, Gold exchange standard, Exchange Rate System under IMF: Bretton woods system, The Smith sonian Agreement, The Flexible Exchange Rate Regime.

UNIT II

(8 hours)

Convertibility of rupee; Current account convertibility, Capital Account Convertibility; Theories of Foreign exchange rate: Purchasing power parity(PPP), International Fisher Effect(IFE), Interest Rate Parity(IRP); Administration of Foreign Exchange; Authorized persons, Authorized dealers, Authorized Money Changers; Foreign Currency Accounts: Nostro Account, Vostro Account and Loro Account in foreign transactions.

UNIT III

(8 hours)

Foreign Exchange Transactions; Purchase and sale transactions; Exchange quotations: Direct and Indirect Quotations, Two way Quotation; Spot and Forward Transactions: Forward margin, Factors Determining forward margin; Merchant Rates: Basis of Merchant Rates, Types of buying and Selling rates, Ready rates based on cross rates; Forward exchange contract: Fixed and option forward contracts, Calculation of fixed and option forward rates; Inter Bank Deals; Execution of forward Contracts.

UNIT IV**(8 hours)**

Exchange Dealings: Dealing position- Exchange position, Cash Position; Accounting and Reporting: Mirror account, Value date, Exchange profit and loss, R returns; Forex Risk Management: Risk in Forex Dealing, Measure of Value at Risk; Foreign Exchange markets; Settlement of Transactions: Swift, Chips, Chaps, Fedwire.

Unit V**(8 hours)**

Exchange Risk: Exchange exposure and exchange risk; Transaction Exposure, Managing Transaction exposure: External Hedge-Forward contract hedge, Money market hedge, hedging with futures and options, Internal Hedge; Translation exposure, Methods of translation, managing translation exposure; Economic exposure, managing economic exposure; Interest rate risk.

COURSE OUTCOME

Course Outcomes	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
CO1 Understand the BOP and evaluation various exchange rate system	Knowledge(K2) Remembering(K1) Comprehending(K3)
CO2 Understand the theories of exchange rate determination	Knowledge(K2) Comprehending(K3) Applying(K4)
CO3 Understand the foreign exchange transactions mechanism	Knowledge(K2) Comprehending(K3) Applying(K4) Analyzing(K5)
CO4 Understand the exchange dealings	Knowledge(K2) Comprehending(K3) Applying(K4)
CO5 Understanding the various foreign exchange risk and its management	Knowledge(K2) Comprehending(K3) Applying(K4) Analyzing(K5)

Suggested Readings:

1. C. Jeevanandam- Foreign Exchange and Risk Management- Sultan Chand & Sons
2. Madhu.Vij-International Financial Management-Excel Books Publications
3. Alen C. Shapiro, Peter Moles-International Financial Management-Wiley

Customer Relationship Management in BFSI

KMBF405

Credits:3

Contact Hours: 40

Course Objectives:

1. Understand the fundamental concepts and principles of customer relationship management (CRM) and its relevance in the banking, financial services, and insurance (BFSI) industry.
2. Analyze the strategies and techniques used in the BFSI sector to acquire, retain, and nurture customer relationships for sustainable business growth.
3. Evaluate various CRM frameworks, models, and best practices employed by BFSI organizations to enhance customer satisfaction, loyalty, and profitability.
4. Apply CRM tools, technologies, and analytics to effectively manage customer interactions, personalize services, and drive customer-centric innovation in the BFSI domain.
5. Develop strategic CRM plans and initiatives tailored to the specific needs and challenges of BFSI organizations, considering regulatory compliance, ethical considerations, and emerging industry trends.

Unit I: Financial Planning

(8 hours)

Definition, Need of financial Planning and process of Financial Planning, Role of Financial Planner, Myths about Financial Planning ,Factors that influence that influence the personal financial planning, Investors lifecycle, Financial goals of investors, Risk Appetite, Risk Profiling, Systematic approach to investing: SIP,SWP,STP, Financial Plan; Goal based Financial Plan; Comprehensive Financial Plan; Financial Blood Test Report.

Unit II

(8 hours)

Asset Allocation: Guidelines for asset Allocation, Classification of Assets, Risk return characteristics of assets, Factors involved in Asset allocation, Principles of Asset Allocation, Retirement planning ,Need for retirement planning ,Golden Rules of retirement planning, Retirement planning process, Retirement planning investment options, Estate planning Definition and Need of Estate Planning

Unit III: Introduction to Customer Relationship Management (CRM) in BFSI

(8 hours)

Overview of CRM and its significance in the Banking, Financial Services, and Insurance (BFSI) industry, Evolution of CRM in BFSI and its impact on customer retention and loyalty, Understanding customer-centricity and its role in building successful CRM strategies, Key components and pillars of CRM in BFSI: People, Process, and Technology, Case studies highlighting successful CRM implementations in the BFSI sector

Unit IV: Customer Segmentation and Relationship Management Strategies

(8 hours)

Importance of customer segmentation in BFSI and its impact on personalized customer experiences, Techniques for segmenting customers based on demographics, behavior, and preferences, Designing effective relationship management strategies for different customer segments, Customer lifecycle management: Acquisition, Onboarding, Cross-selling, and Retention, Implementing effective customer communication and engagement strategies.

Unit V: CRM Technology and Tools in BFSI**(8 hours)**

Overview of CRM technology landscape in BFSI: CRM software, databases, analytics tools, Evaluating CRM software options and selecting the right CRM system for BFSI organizations, Leveraging data analytics and predictive modelling for customer insights and decision-making, Integration of CRM with other systems: Core banking, digital channels, customer service platforms, Ensuring data security and privacy in CRM systems and compliance with regulatory requirements

COURSE OUTCOME

Course Outcomes	Learning Levels as per Bloom's Taxonomy for Evaluation and Assessment
CO 1: Recall and explain the fundamental concepts and principles of customer relationship management in the BFSI industry.	K1(Remember) K2(Understand)
CO 2: Apply CRM techniques to analyse customer data and segment customers based on their needs and preferences.	K3(Apply)
CO3: Evaluate the effectiveness of CRM programs and initiatives implemented by BFSI organizations.	K4 (Analyse) K5 (Evaluate)
CO 4: Critically assess customer feedback and performance metrics to measure the success of CRM strategies.	K4 (Analyse) K5 (Evaluate)
CO 5: Design comprehensive CRM strategies tailored to the specific needs and goals of BFSI organizations.	K6(Create)

Suggested readings:

1. V. Kumar, Customer Relationship Management: Concept, Strategy, and Tools, Springer, 2018 Edition.
2. Jagdish N Sheth, Parvatiyar Atul, Customer Relationship Management: Emerging Concepts, Tools and Applications, McGraw Hill Education, 2017 Edition.
3. G. Shainesh, Jagdish N. Sheth, Customer Relationship Management: A Strategic Perspective Laxmi Publications, 2020 Edition
4. Mallika Srivastava, Customer Relationship Management, Vikas Publishing House, 2016 Edition.
5. Ed. Peelen, Customer Relationship Management 1 st Edition 2022, Pearson Education.
6. Michael Pearce, Customer Relationship Management: How to Develop and Execute a CRM Strategy, Published By Business Expert Press, 2021 Edition
7. Jon Anton Shalini Kalia, Customer Relationship Management: The Bottom Line to Optimizing Your Roi, Pearson Education, 2018 Edition.
8. Kristin Anderson, Carol Kerr, Customer Relationship Management, McGraw-Hill Education, , 2001 Edition

Monetary and Fiscal Policy

KMBF406

Credits: 3

Contact Hours: 40

Course objectives:

- Overview of the key Monetary and fiscal policy concepts and techniques.
- Discuss the role of fiscal policy in attaining the key objectives of the government: macro stability, equity and efficiency, and sustainable long -term growth.
- Review the key elements of the monetary and fiscal policy, concepts and best practices.
- Analyze the role of central banking in emerging Economies.

Unit 1: Monetary Policy and Macro-economic environment management (6 hours)

Monetary Policy and Macro-economic environment management: Objectives of monetary policy: Price stability, Generation of employment, Exchange Rate Stability, Balanced growth etc., conflict between objectives: Growth v/s Inflation.

Unit 2: RBI's Monetary Policy Committee and the Instruments (10 hours)

Formation of Monetary Policy Committee: Purpose, Functions, Constitution and Decision Making; Instruments of monetary policy, Mechanism and Effectiveness of the instruments like - Bank Rate, Cash Reserve Ratio, Statutory Liquidity Ratio, Repo Rate, Reverse Repo Rate, Marginal Standing Facilities Rate, Review of monetary policy of the Reserve Bank of India in the last Five Years, Recent policy changes announced by the R.B.I.

Unit 3: Public finance and the recent macro Trends (8 hours)

The role of the government: public goods, externalities, and asymmetric information, Fiscal policy and long-term growth and equity, Fiscal policy and macro stability, Interaction between monetary and fiscal policy, recent global and regional macro trends.

Unit 4: Fiscal frameworks and Policies and Impact (10 hours)

Fiscal policy, areas of government spending in India, Capital and revenue expenditure, plan and non-plan expenditures, Deficits (fiscal, primary, revenue), impact of fiscal deficits on the economy, Capital receipts, revenue receipts; tax and non-tax revenue, Actual, revised and budget estimates Zero-base budgeting, Gender budgeting, Fiscal devolution and centre-state financial relations

Unit 5: Fiscal policy sustainability and inclusive growth (6 hours)

Fiscal, debt tolerance, and fiscal space, Fiscal sustainability: debt projections and risks, Debt tolerance across countries and over time, Fiscal space: optimal and safe debt levels, interest rates Fiscal policy and inclusive growth.

Course Outcome	Learning Level (Bloom's Taxonomy)
Explain the significance of monetary and fiscal policy for emerging economies	K1 (Remember)
Understand the role of central banking in implementation of Monetary policy	K2 (Understand), K4 (Analyze)
Critically evaluate the fiscal challenges and assessing debt sustainability.	K4 (Analyze), K5 (Evaluate)
Understanding of the impact of monetary and fiscal policy on the economy and related tools of analysis.	K2 (Understand), K3 (Apply)
Application of the tools and techniques to assess the fiscal stance, fiscal multipliers and debt sustainability	K4 (Analyze), K5 (Evaluate)

References:

- D'Souza, E. (2009). Macroeconomics. Pearson Education.
- Froyen, R. (2005). Macroeconomics, 2nd ed. Pearson Education.
- Mankiw, N. (2016). Macroeconomics, 9th ed. Worth Publishers.
- Abel, A., Bernanke, B. (2016). Macroeconomics, 9th ed. Pearson Education.
- Dornbusch, R., Fischer, S., Startz, R. (2018). Macroeconomics, 12th ed. McGraw-Hill.

Treasury Management in Banking

KMBF407

Credits:3

Contact Hours: 40

Course Objectives:

1. Understand the fundamental concepts and principles of treasury management in the banking sector, including its role in financial institutions and its impact on profitability.
2. Analyze the different money market instruments and fixed income securities used in treasury operations, including their valuation, pricing, and yield curves.
3. Evaluate the foreign exchange management techniques employed by banks to manage currency risk, including currency derivatives and hedging strategies.
4. Examine liquidity management and cash management techniques in banking, including cash flow forecasting, working capital management, and optimization of liquidity.
5. Assess the risk management practices and compliance requirements in treasury operations, including the identification and management of financial risks and adherence to regulatory frameworks such as Basel III.

Unit 1: Introduction to Treasury Management

(8 hours)

Overview of treasury management and its significance in banking, Role of treasury in financial institutions and its impact on overall profitability, Functions and responsibilities of treasury departments in banks, Regulatory framework and risk management in treasury operations

Unit 2: Money Markets and Fixed Income Securities

(8 hours)

Understanding money markets and its instruments, Treasury bills, commercial papers, and certificates of deposit, Fixed income securities: bonds, government securities, and corporate bonds
Yield curves, pricing, and valuation of fixed income securities

Unit 3: Foreign Exchange Management

(8 hours)

Overview of foreign exchange markets and its participants, Foreign exchange risk management and hedging techniques, Currency derivatives: forwards, futures, options, and swaps, managing exposure to exchange rate fluctuations in international trade

Unit 4: Liquidity and Cash Management

(8 hours)

Liquidity management in banking and financial institutions, Cash flow forecasting and working capital management, Cash pooling, cash concentration, and cash positioning strategies, Optimization of liquidity through effective cash management techniques

Unit 5: Risk Management and Compliance in Treasury

(8 hours)

Identifying and managing financial risks in treasury operations, Interest rate risk, credit risk, market risk, and operational risk, Basel III framework and its impact on treasury risk management, Regulatory compliance, internal controls, and reporting requirements

Course Outcome	Learning Level (Bloom's Taxonomy)
1. Define the fundamental concepts and principles of treasury management in the banking sector.	Remembering
2. Analyze the different money market instruments and fixed income securities used in treasury operations.	Understanding, Analyzing
3. Evaluate foreign exchange management techniques and currency risk hedging strategies.	Analyzing, Evaluating
4. Examine liquidity management and cash management techniques in banking.	Understanding, Applying
5. Assess risk management practices and regulatory compliance requirements in treasury operations.	Analyzing, Evaluating

Suggested Reading:

1. Treasury, Investment and Risk Management by Indian Institute of Banking & Finance Treasury Management (IIBF 2018)
2. Treasury and Risk Management: Concepts and Applications" by V.S. Datey:
3. Treasury Management: A Practitioner's Guide" by Steven C. Seelig
4. Treasury Management: The Practitioner's Guide" by Steven M. Bragg
5. The Handbook of Corporate Financial Risk Management" by Stanley Myint and Fabrice Famery.

RESEARCH PROJECT REPORT & VIVA VOCE

(KMBF408)

Credits: 4

- **Guidelines as mentioned in the Preamble.**