

# **ACADEMIC CURRICULA**

**POSTGRADUATE DEGREE PROGRAM  
(REGULATIONS 2022)**

**MASTER OF BUSINESS ADMINISTRATION -  
Banking and Financial Services**

**TRIMESTER PATTERN**

**TWO YEAR (Full-Time) PROGRAMME**

**Learning Outcome Based Curriculum Framework (LOCF)**

**Academic Year 2022 – 2023**



**SRM INSTITUTE OF SCIENCE AND TECHNOLOGY**  
**(Deemed to be University u/s 3 of UGC Act, 1956)**

**College of Management**

Kattankulathur, Chengalpattu District 603 203, Tamil Nadu, India

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## **Vision**

To be a renowned Business School in Asia that impacts Business, Society and Environment

## **Mission**

Advancing knowledge and practice through research, innovation and collaboration for the progress of students and to positively impact the stakeholders, business, community and environment

College of Management, KTR campus is committed to be a transformational leader in

- Advancing knowledge through Teaching, Research and Institutional Services
- Developing well-structured innovative programs and extraordinary experiences that help students succeed in attaining their career goals
- Creating value through collaborative minds that could ethically and positively impact the business, community and the environment
- Sustaining collegiate environment that employs innovative and best practices that contributes to the institutional development and growth

## **Program Educational Objectives: (PEO)**

1. Be critical thinkers and business thought leaders
2. Collaborate to innovate and enterprise with diverse multi-cultural teams
3. Make Responsible Decisions that positively impact all Stakeholders
4. Nurture personal growth and career success

## **Program Outcomes (PO)**

1. Ability to articulate the domain knowledge to achieve organizational and individual goals
2. Ability to foster Critical-thinking, analytical ability, and data driven decisions making skills
3. Ability to collaborate for organizational development and growth
4. Ability to recognize the organizational eco-system to formulate strategies, sustainable systems and structures
5. Ability to integrate functional knowledge with leadership skills to solve business problems with agility
6. Ability to demonstrate technological proficiency in globalized environment
7. Identify and practice the ethical issues for management decisions
8. Create Life-long learning environment for enhancing career and commitment towards stakeholders
9. Conceptualize, evaluate and execute entrepreneurial opportunities and associated risks

## **Program Specific Objectives: (PSO)**

1. Ability to Acquire and apply wider Knowledge on Banking and Financial Services.
2. Develop managerial and technical skills to manage modern banking and financial Industry.
3. Build capacity to manage changing role of financial services, driving the strategy as per stakeholder priorities as well as a values and norms by effective communication

## Mapping of POs with the PEOs

<b>Program Outcomes</b>	<b>Key Deliverables</b>	<b>Be critical Thinkers and Business thought leaders</b>	<b>Collaborate to innovate and enterprise with diverse multi-cultural teams</b>	<b>Make Responsible Decisions that positively impacts all Stakeholders</b>	<b>Nurture personal growth and career success</b>
PO 1	Proficiency in Domain Knowledge & fluent Communication	Yes			
PO 2	Data-driven Decisions	Yes		Yes	
PO 3	Objective Collaboration		Yes		
PO 4	Strategic abilities			Yes	
PO 5	Professional Competency	Yes	Yes	Yes	Yes
PO 6	Technological agility		Yes		
PO 7	Ethically Sensitive & Stakeholder conscious			Yes	
PO 8	Learner Centeredness				Yes
PO 9	Entrepreneurial Skills	Yes	Yes		Yes

## POs and Graduate Attributes

PO	PO Statements	Graduate Attributes
PO 1	Ability to articulate the domain knowledge to achieve organizational and individual goals	<ul style="list-style-type: none"> <li>• Knowledge of Business, Management and Emerging Technologies</li> <li>• Proficient Communication</li> </ul>
PO 2	Ability to foster Critical-thinking, analytical ability, and data driven decisions making skills	<ul style="list-style-type: none"> <li>• Research and Business Intelligence</li> <li>• Problem Solving and Decision Making</li> </ul>
PO 3	Ability to Collaborate for organizational development and growth	<ul style="list-style-type: none"> <li>• Understanding and respecting diversity, pluralistic societies and other cultures</li> <li>• Global perspective</li> </ul>
PO 4	Ability to recognize the organizational ecosystem to formulate strategies, sustainable systems and structures	<ul style="list-style-type: none"> <li>• Strategic abilities</li> </ul>
PO 5	Ability to integrate functional knowledge with leadership skill to solve business problems with agility.	<ul style="list-style-type: none"> <li>• Professional Competency</li> </ul>
PO 6	Ability to demonstrate technological proficiency	<ul style="list-style-type: none"> <li>• Technological agility</li> <li>• Information Literacy</li> </ul>
PO 7	Identify and practice the ethical issues management decision	<ul style="list-style-type: none"> <li>• Social and civic responsibilities relating to the environment and the society</li> <li>• Ethically Sensitive &amp; Stakeholder conscious</li> </ul>
PO 8	Create Life-long learning environment for enhancing career and commitment towards stakeholders	<ul style="list-style-type: none"> <li>• Self-reflection and lifelong learning</li> <li>• Skills in variety of fields of employment</li> </ul>
PO 9	Conceptualize, evaluate and execute entrepreneurial opportunities and associated risks	<ul style="list-style-type: none"> <li>• Skills in Entrepreneurial Development</li> <li>• Risk Management</li> </ul>

**PG Program Structure : MBA in Banking and Financial Services (Total Credits : 102)**

1. Professional Core Courses (PCC) 22 Courses						2. Analytical Skills Enhancement Courses (ASEC) 2 courses					
Course Code	Course Title	L	T	P	C	Course Code	Course Title	L	T	P	C
MBF22101T	Economics for Bankers	3	0	0	3	MBF22107L	Data Analysis for Decision Making	0	2	4	3
MBF22102T	Financial Reporting, Statement and Analysis	2	2	0	3	MBF22401L	Financial Modeling Using Spreadsheets	0	2	4	3
MBF22103T	Banking Structure, Principles and Practices	3	0	0	3						
MBF22104T	People Management	3	0	0	3						
MBF22105T	Banking Laws and Ethics	3	0	0	3						
MBF22106T	Merchant Banking and Financial Services	3	0	0	3						
MBF22201T	Corporate Finance	2	2	0	3						
MBF22202T	Behavioral Finance	3	0	0	3	<b>Total Learning Credits</b>					<b>6</b>
MBF22203T	Equity Research and Portfolio Management	2	2	0	3	<b>3. Soft Skills Enhancement Course (SSEC) 2 Course</b>					
MBF22204T	Core Banking Solutions	3	0	0	3						
MBF22205T	Insurance Products and Services	3	0	0	3	Course Code	Course Title	L	T	P	C
MBF22206T	Taxes and Audits	2	2	0	3	MBF22108L	Participative Leadership	0	0	2	1
MBF22207T	Customer Experience Management	3	0	0	3	MBF22308L	Emotional Intelligence and Courtesy Management	0	0	2	1
MBF22301T	Marketing of Financial Products	3	0	0	3						
MBF22302T	Fixed Income Securities	2	2	0	3						
MBF22303T	Business Valuation	2	2	0	3	<b>Total Learning Credit</b>					<b>2</b>
MBF22304T	Retail Banking	3	0	0	3	<b>4. Discipline Specific Courses (DSEC) 12 Courses</b>					
MBF22305T	Monetary and Treasury Management	3	0	0	3	Course Code	Course Title	L	T	P	C
MBF22408T	Credit Risk and Recovery Management	3	0	0	3	MBF22404T	Corporate Banking	3	0	0	3
MBF22307T	NPA Management	3	0	0	3	MBF22405T	Financial Planning and Wealth Management	3	0	0	3
MBF22402T	Digital Governance	2	0	0	2	MBF22406T	Global Finance	2	2	0	3
MBF22403L	Making Effective Research Reports and Presentation	0	0	2	1	MBF22306T	Strategic Thinking for Bankers	3	0	0	3
						MBF22409T	Financial Crisis Management	3	0	0	3
						MBF22501T	Public Finance	3	0	0	3
						MBF22502T	Financial Derivatives	2	2	0	3
						MBF22503T	Financial Econometrics	2	2	0	3
						MBF22504T	Crypto Currency and Digital Assets	3	0	0	3
						MBF22505T	Rural Banking and Micro-Finance	3	0	0	3
						MBF22506T	Sustainable and Green Finance	3	0	0	3
						MBF22507T	Priority Sector Financing	3	0	0	3
						<b>Total Learning Credits</b>					<b>36</b>
						<b>5. Entrepreneurial Skills Enhancement Core Course (ESECC) 1 Course</b>					
						Course Code	Course Title	L	T	P	C
						MBF22409T	Entrepreneurship and Small Business Management	3	0	0	3
<b>Total Learning Credits</b>					<b>63</b>	<b>Total Learning Credits</b>					<b>3</b>
<b>6. Ability Enhancement Courses (AEC) 1 Courses</b>						<b>7. Industry Collaborative Courses (ICC) 2 Courses</b>					
Course Code	Course Title	L	T	P	C	Course Code	Course Title	L	T	P	C
MBF22208L	Personal Effectiveness and Leadership	0	0	2	1	MBF22309L	Internship Project	0	0	4	2
						MBF22601L	Capstone Project	0	0	8	4
<b>Total Learning Credit</b>					<b>1</b>	<b>Total Learning Credits</b>					<b>6</b>

# Implementation Plan

## TRIMESTER I

SL.NO	Course Code	Course Title	L	T	P	C
1	MBF22101T	Economics for Bankers	3	0	0	3
2	MBF22102T	Financial Reporting, Statement and Analysis	2	2	0	3
3	MBF22103T	Banking Structure, Principles and Practices	3	0	0	3
4	MBF22104T	People Management	3	0	0	3
5	MBF22105T	Banking Laws and Ethics	3	0	0	3
6	MBF22106T	Merchant Banking and Financial Services	3	0	0	3
7	MBF22107L	Data Analysis for Decision Making	0	2	4	3
8	MBF22108L	Participative Leadership	0	0	2	1
		Total credits				<b>22</b>

## TRIMESTER II

SL.NO	Course Code	Course Title	L	T	P	C
1	MBF22201T	Corporate Finance	2	2	0	3
2	MBF22202T	Behavioral Finance	3	0	0	3
3	MBF22203T	Equity Research and Portfolio Management	2	2	0	3
4	MBF22204T	Core Banking Solutions	3	0	0	3
5	MBF22205T	Insurance Products and Services	3	0	0	3
6	MBF22206T	Taxes and Audits	2	2	0	3
7	MBF22207T	Customer Experience Management	3	0	0	3
8	MBF22208L	Personal Effectiveness and Leadership	0	0	2	1
		Total credits				<b>22</b>

## TRIMESTER III

SL.NO	Course Code	Course Title	L	T	P	C
1	MBF22301T	Marketing of Financial Products	3	0	0	3
2	MBF22302T	Fixed Income Securities	2	2	0	3
3	MBF22303T	Business Valuation	2	2	0	3
4	MBF22304T	Retail Banking	3	0	0	3
5	MBF22305T	Monetary and Treasury Management	3	0	0	3
6	MBF22306T	Strategic Thinking for Bankers	3	0	0	3
7	MBF22307T	NPA Management	3	0	0	3
8	MBF22308L	Emotional Intelligence and Courtesy Management	0	0	2	1
		Total credits				<b>22</b>



**TRIMESTER IV**

SLNO	Course Code	Course Title	L	T	P	C		
1	MBF22401L	Industry Immersion	0	0	4	2	8	
2	MBF22402L	Financial Modeling Using Spreadsheets	0	2	4	3		
3	MBF22403T	Digital Governance	2	0	0	2		
4	MBF22404L	Making Effective Research Reports and Presentation	0	0	2	1		
<b>ELECTIVES – (Any Four Courses to be offered)</b>								
1	MBF22405T	ELECTIVE 1	Corporate Banking	3	0	0	3	12
2	MBF22406T	ELECTIVE 2	Financial Planning and Wealth Management	3	0	0	3	
3	MBF22407T	ELECTIVE 3	Global Finance	2	2	0	3	
4	MBF22408T	ELECTIVE 4	Credit Risk and Recovery Management	3	0	0	3	
5	MBF22409T	ELECTIVE 5	Financial Crisis Management – Case Based Approach	3	0	0	3	
6	MBF22410T	ELECTIVE 6	Entrepreneurship and Small Business Management	3	0	0	3	
							<b>Total credits</b>	<b>20</b>

**TRIMESTER V**

**ELECTIVES – (Any Four Courses to be offered)**

SL.NO	Course Code		Course Title	L	T	P	C	
1	MBF22501T	ELECTIVE 7	Public Finance	3	0	0	3	
2	MBF22502T	ELECTIVE 8	Financial Derivatives	2	2	0	3	
3	MBF22503T	ELECTIVE 9	Financial Econometrics	2	2	0	3	
4	MBF22504T	ELECTIVE 10	Crypto Currency and Digital Assets	3	0	0	3	
5	MBF22505T	ELECTIVE 11	Rural Banking and Micro Finance	3	0	0	3	
6	MBF22506T	ELECTIVE 12	Sustainable and Green Finance	3	0	0	3	
7	MBF22507T	ELECTIVE 13	Priority Sector Financing	3	0	0	3	
							<b>Total 4 Electives of 3 credits each</b>	<b>12</b>

**TRIMESTER VI**

SL.NO	Course Code	Course Title	L	T	P	C
1	MBF22601L	Capstone Project	0	0	8	4

Total Program Credits: 102

Course Code	MBF22101T	Course Name	ECONOMICS FOR BANKERS	Course Category	PCC	Professional Core Course	L	T	P	C
							3	0	0	3

Pre-requisite Courses		Co-requisite Courses		Progressive Courses	
Course Offering Department	College of Management	Data Book / Codes/Standards			

Course Learning Rationale (CLR):		The purpose of learning this course is to:			Leaning			Program Outcomes (PO)																			
CLR-1:	CLR-2:	CLR-3:	CLR-4:	CLR-5:	1	2	3	1	2	3	4	5	6	7	8	9	10	11	12								
CLR-1:	To familiarize the students to economics perspectives in banking.	CLR-2:	To enable the students to comprehend and assess the impact of economic policies on banking decision.	CLR-3:	To understanding the micro and macro-economic variables on financial intermediaries	CLR-4:	To understanding the working and influence of monetary policies on banks policies.	CLR-5:	To analyzing the macroeconomic indicators and its influence.	Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)	Effective communication skills	Initiate critical thinking	Resources analysis for organizations	Familiarize organizations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Identifying, assessing and selecting digital market opportunities.	Identifying, assessing and selecting digital market opportunities.	Identifying, assessing and selecting digital market opportunities.			
CO-1:	Learn about the influence of fundamentals of economics business decisions	CO-2:	Learning about the consumers behavior, market and government role	CO-3:	Understanding the role of macroeconomics on market players	CO-4:	Analyzing the factors influencing growth and pricing decisions	CO-5:	Ability to evaluate the impact of financial institutions and macroeconomic policies				1	80	70	3				3							
													2	80	75		3			2							
													6	85	75	2	2				3						
													4	75	70		2					2					
										2	80	75	3		3					2							

Duration (hour)	6	6	6	6	6	
S-1	SLO-1	Introduction to Economics	Market equilibrium	Macroeconomics perspective	Economic growth & business cycle	Introduction to Central bank
	SLO-2	Definition of Economics	Shifts in demand	Circular flow of income	Phases	Political economy of central bank
S-2	SLO-1	Macro & micro economics	Consumer preference and choice	National income	Need for controlling	Bank lending and liquidity risk
	SLO-2	Economic problems	Consumer surplus	GDP	Policy measures	
S-3	SLO-1	Choice in scarcity	Producer surplus & market efficiency	Money market analysis	Inflation types, effects	Macroeconomics policies
	SLO-2	Budget constraint	Pricing	Functions & money supply	Meaning, measurement & the kinds of unemployment	Meaning & objectives
S-4	SLO-1	Production possibilities	Government intervention,	Theory of money	Price level	Need & formulation

	<b>SLO-2</b>	Economic systems	Production theory	Integration of product & money market equilibrium	Inflation & unemployment policy dilemma	Monetary policy
<b>S-5</b>	<b>SLO-1</b>	Firm's theory & objectives	Cost of Production	model	International monetary aspect	Meaning & scope
	<b>SLO-2</b>	Demand & supply	Break even analysis	With government & foreign sector	Foreign exchange market	Instruments
<b>S-6</b>	<b>SLO-1</b>	Elasticity of demand	Market structure & degrees of competition	Discussion	Balance of payment	Transmission mechanism
	<b>SLO-2</b>	Discussion	Game theory		Disequilibrium and adjustments	Monetary policy of India
	<b>SLO-2</b>	Discussion	Oligopolistic behavior		Discussion	Fiscal policy & limitations of policies.

<b>Learning Resources</b>	1. Cao, The economics of banking, 2022.ISBN 9780367405724 published November 5, 2021 Routledge 676.	3. Ahuja H L. 2017.Modern Macroeconomics: Theory & Applications, S Chand publications
	2. Diwedi D N. 2018.Macroeconomics: Theory and policy, 5 <sup>th</sup> edition, McGraw Hill	4. Mishkin F S.2018. The economics of money banking and financial markets, Pearson 5. Greenlaw S A, Shapiro D, Taylor.T.2017. The principles of economics, 12 <sup>th</sup> media services

<b>Learning Assessment</b>											
	Bloom's Level of Thinking	Continuous Learning Assessment (50% weightage)								Final Examination (50% weightage)	
		CLA – 1 (20%)		CLA – 2 (10%)		CLA – 3 (10%)		CLA – 4 (10%)		Theory	Practice
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice		
Level 1	Remember	40		20		20		20		20	
Level 2	Understand	40		20		20		20		20	
Level 3	Apply	20		20		20		20		20	
Level 4	Analyze			20		20		20		20	
Level 5	Evaluate			10		10		10		10	
Level 6	Create			10		10		10		10	
	<b>Total</b>	100 %		100 %		100 %		100%		100 %	

CLA-1 – Mid Term

CLA-2- Quiz

CLA-3 - Assignment

CLA – 4 Innovative Assignment

CLA – 4 can be a case analysis ,/ case development / market study / video presentation./ seminars / board room discussions / event management etc

<b>Course Designers</b>		
Experts from Industry	Experts from Higher Technical Institutions	Internal Experts
Mr. Claudious Fernando, Woory Industries	Dr.K.Latha, SVCVM University	<b>DR. NISHA ASHOKAN ASSOCIATE PROFESSOR</b>
Mr. Loius Babu, Magna Automotive Industries	Dr. Yamuna Krishnan, Alpha Institute of Technologies	Dr. P.S.Rajeswari <b>ASSOCIATE PROFESSOR</b>

Course Code	MBF22102T	Course Name	FINANCIAL REPORTING ,STATEMENT AND ANALYSIS	Course Category	Professional Core Course	L	T	P	C
						2	2	0	3

Pre-requisite Courses	Co-requisite Courses	Progressive Courses
Course Offering Department	College of Management	Data Book / Codes / Standards

<b>Course Learning Rationale (CLR):</b> The purpose of learning this course is to:	
<b>CLR-1:</b>	It is imperative that management graduates who are aspiring to become business leaders in the future, have a good grasp of the tools and techniques of basic accounting like Journal. Ledger, and Final Accounts and to interpret them.
<b>CLR-2:</b>	A basic understanding of the financial statements is common to all functional areas of Management. A Manager needs to compare the various financial statements and to make a trend of financial data.
<b>CLR-3:</b>	Ratio analysis is a useful management tool that will improve your understanding of financial results and trends over time, and provide key indicators of organizational performance. Also, The cash flow report is important because it informs the reader of the business cash position. This course is designed in such a manner the students understands Ratio Analysis and Cash Flow Analysis.
<b>CLR-4:</b>	Budget is the base for all business decision and success. Hence a Management student should know various types of budgets and its uses. This course is designed to include the fundamentals of financial management such as budgeting.
<b>CLR-5:</b>	Annual reports provide information on the company's mission and history and summarize the company's financial and other achievements in the past year. This course is designed to impart knowledge on analysis and interpretation of annual reports and to understand the position of the company.

Leaning			Program Outcomes (PO)											
1	2	3	1	2	3	4	5	6	7	8	9	10	11	12
Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)	Effective communication skills	Initiate critical thinking	Resources analysis for organisations	Familiarize organisations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Advance basic knowledge on the banking and financial markets operations	Develop managerial skills required to manage modern banking and financial Industry	Impart Skills in the modern banking and financial services technology.
2	65	60			3	3			2				3	
3	70	70		3			3						2	
4	80	70		3			3						2	
3	75	70		3			3						3	
5	85	80		3			2							

<b>Course Outcomes (CO):</b>		<i>At the end of this course, learners will be able to:</i>
<b>CO-1:</b>	To have a good grasp of the basic tools and techniques of financial accounting and to study the final accounts.	
<b>CO-2:</b>	To understand the financial statements and learn how to compare and interpret the same.	
<b>CO-3:</b>	To analyze the performance of organizations using Ratio Analysis.	
<b>CO-4:</b>	To apply the concept of budget analysis in the business decision making process.	
<b>CO-5:</b>	To evaluate ways of interpreting the annual reports.	

Duration (hour)		6	6	6	6	6
S-1	SLO-1	Accounting Concepts	Financial statements – Types	Introduction to Ratio Analyses	Introduction to Budget	Annual Report – Introduction
	SLO-2	Accounting Conventions	Analysis of Financial Statements	Types of Ratios	Significance and Characteristics	Key components of annual reports
S-2	SLO-1	Accounting standards	Vertical Analysis	Liquidity Ratios	Types of Budget	Schedules in Annual Report
	SLO-2	Journal entry	Interpretation	Problems	Functional Budget	Interpreting Notes
S-3	SLO-1	Ledger Posting	Horizontal Analysis	Solvency Ratios	Preparation	Segment Reporting
	SLO-2	Trail Balance	Interpretation	Problems	Flexible Budget	
S-4	SLO-1	Final Accounts – Introduction	Comparative Trend Projections	Profitability Ratios	Preparation	Mandatory Disclosures in Annual Reports
	SLO-2	Trading Account	Interpretations	Problems	Cash Budget	ESG Reporting
S-5	SLO-1	P&L Account	Practice Problems	Market Ratios	Preparation	Expert Talk
	SLO-2	Practice Problems	Cash Flow Statements	Problems	Role on Budgets	Expert Talk
S-6	SLO-1	Balance sheet and Adjustments	Expert Talk on Analysis of Financial Statements	Case analyses on Ratios	Zero Based Budgeting	Preparation of Caselet from secondary data
	SLO-2	Problems with adjustments	Expert Talk on Analysis of Financial Statements	Discussions of case	Case study analyses	Preparation of Caselet from secondary data

<b>Learning Resources</b>	<ol style="list-style-type: none"> <li>1. S P Gupta, K L.Gupta, (2021) "Management Accounting", Revised Edition, Sahitya Bhawan Publications.</li> <li>2. M.Y.Khan, P.K.Jain (2021) "Management Accounting Text, problems and cases, 8<sup>th</sup> Edition, September, Tata Mcgraw Hill publishing company ltd., New Delhi</li> <li>3. T.S.Grewal, S.C.Gupta (2016), "Introduction to Accountancy", 8<sup>th</sup> revised Edition, January, S.Chand&amp; company Ltd.,New Delhi.</li> <li>4. S N Maheshwari (2018), 'A Textbook of Accounting for Management', 4<sup>th</sup> Edition, , S Chand Publishing.</li> <li>5. I M Pandey (2018), 'Management Accounting', Third Edition, Vikas Publication House Pvt Ltd...</li> </ol>
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Learning Assessment											
	Bloom's Level of Thinking	Continuous Learning Assessment (50% weightage)								Final Examination (50% weightage)	
		CLA - 1 (20%)		CLA - 2 (10%)		CLA - 3 (10%)		CLA - 4 (10%)			
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice
Level 1	Remember	40		20		20		20		20	
Level 2	Understand	30		20		20		20		20	
Level 3	Apply	30		20		20		20		20	
Level 4	Analyze			20		20		20		20	
Level 5	Evaluate			20		20		20		20	
Level 6	Create										
	<b>Total</b>	100 %		100 %		100 %		100 %		100	

CLA-1 – Mid Term

CLA-2- Quiz

CLA-3 - Assignment

CLA – 4 Innovative Assignment

CLA – 4 can be a case analysis ,/ case development / market study / video presentation./ seminars / board room discussions / event management etc

Course Designers		
Experts from Industry	Experts from Higher Technical Institutions	Internal Experts
Mr. T.N. Sekhar, CA, CIMA	Dr. Narasimhan, IIM, Bangalore	Dr. Maria Evelyn Jucunda. M
Dr. R. Maheswaran, ICWA, MBA, Ph.D	Dr. Thenmozhi, IIT Madras	Dr. Vinitha. K

Course Code	MBF22103T	Course Name	BANKING STRUCTURE, PRINCIPLES & PRACTICES	Course Category	Professional Core Course	L	T	P	C
						3	0	0	3

Pre-requisite Courses	Co-requisite Courses	Progressive Courses
Course Offering Department	College of Management	Data Book / Codes / Standards

<b>Course Learning Rationale (CLR):</b>	The purpose of learning this course is to:
<b>CLR-1:</b>	understand the structure of Indian Financial and Banking system in India.
<b>CLR-2:</b>	Elucidate on the various products and services of banks
<b>CLR-3:</b>	Analyze the various allied services of banks
<b>CLR-4:</b>	Understand the significance of sustainable development goals, role of banks in financial literacy and entrepreneurial finance.
<b>CLR-5:</b>	Update on the technological developments in banks.

Leaning			Program Outcomes (PO)											
1	2	3	1	2	3	4	5	6	7	8	9	10	11	12
Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)	Effective communication skills	Initiate critical thinking	Resources analysis for organisations	Familiarize organisations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Advance basic knowledge on the banking and financial markets operations	Develop managerial skills required to manage modern banking and financial Industry	Impart Skills in the modern banking and financial services technology.
3	50	48	3			2	3	2	3		2			
5	60	50		3										
6	55	40	2		2				3					
4	65	60		2			3				2			
2	70	55	3		3						2			

<b>Course Outcomes (CO):</b>	<i>At the end of this course, learners will be able to:</i>
<b>CO-1:</b>	Understand the structure of Indian Financial and Banking system in India.
<b>CO-2:</b>	Analyze different products and services in Banks
<b>CO-3:</b>	Gain knowledge on the role of banking in various allied services of banks
<b>CO-4:</b>	Grasp the significance of sustainable development goals, role of banks in financial literacy and entrepreneurial finance.
<b>CO-5:</b>	understand various technological developments in banks.

Duration (hour)	6	6	6	6	6	
S-1	SLO-1	Overview of the Indian Financial System	Overview of Banking Products & Services	Overview role of banks in Capital Markets	Overview of Sustainable Development Goals	Overview of technology in Banking
	SLO-2	Evolution of Banking in India	Asset Products – Retail and Corporate	Collection of taxes	Rural Development and Growth	Green Banking
S-2	SLO-1	Banking System in India	Liability Products-Demand	Utility Services	Schemes for Rural Development	E-Banking
	SLO-2		Time deposits			E-Cheque
S-3	SLO-1	Governing Laws	Para Banking Products-PPF	Safe deposit lockers	Role of Banks in Financial Literacy	E-Transfers:
	SLO-2			Mutual Funds		RTGS NEFT
S-4	SLO-1	Roles of Board of Directors	NPS	Bank Assurance	Financial Inclusion Micro Finance	E-Transfers:
	SLO-2			Role of Banks in Capital Market		IMPS

S-5	SLO-1	Governing Laws	Pension Scheme	Depository and Demat services	Banking Product for Agriculture	E-Transfers: EFT
	SLO-2	Functions of Board of Directors	KYC Norms and its impact Loans and lending	Factoring	Banking Product for Artisans	E-Transfer: POS, EDI
S-6	SLO-1	Role of Regulatory authorities	Principles and Practices of Banks	Securitization	Entrepreneurial Finance	Latest Research Article Reviews
	SLO-2	Case study	Case study	Expert Talk	Video Assignments – Bankers Interview on Rural development	Expert Talk

<b>Learning Resources</b>	<ul style="list-style-type: none"> <li>E.Gordon and K.Natarajan (2021).Banking: Theory, Law and Practice, Himalaya publishing house.</li> <li>Abdul Azeez . M. (2019) Financial literacy and inclusion in India, P New Century Publications</li> <li>Julia Walker , Alma Pekmezovic (2019). Sustainable Development goals: harnessing business to achieve the SDGs through Finance, Technology and Law Reform Wiley publications..</li> </ul>
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Learning Assessment											
	Bloom's Level of Thinking	Continuous Learning Assessment (50% weightage)								Final Examination (50% weightage)	
		CLA - 1 (20%)		CLA - 2 (10%)		CLA - 3 (10%)		CLA - 4 (10%)		Theory	Practice
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice		
Level 1	Remember	40		20		20		20		20	
Level 2	Understand	30		20		20		20		20	
Level 3	Apply	30		20		20		20		20	
Level 4	Analyze			20		20		20		20	
Level 5	Evaluate			10		10		10		10	
Level 6	Create			10		10		10		10	
	<b>Total</b>	100%		100 %		100%		100 %		100%	

CLA-1 – Mid term                      CLA-2- Quiz                                      CLA-3 - Assignment                                      CLA – 4 Innovative Assignment  
 CLA – 4 can be a case analysis ,/ case development / market study / video presentation./ seminars / board room discussions / event management etc

Course Designers		
<b>Experts from Industry</b>	<b>Experts from Higher Technical Institutions</b>	<b>Internal Experts</b>
1. Mr. K. Krishna Kumar , Vice President, Standard Chartered Bank	Dr. Narasiman , IIM Bangalore	Dr.Vinitha.K
2. Mr. Khaja Nawaz, Nexsa	Dr. Jawahar Rani , St. Joseph college	Dr. Maria Evelyn Jucunda. M



Course Code	MBF22104 T	Course Name	PEOPLE MANAGEMENT	Course Category	PCC	Professional Core Course	L	T	P	C
							3	0	0	3

Pre-requisite Courses	Co-requisite Courses	Progressive Courses
Course Offering Department	College of Management	Data Book / Codes / Standards

Course Learning Rationale (CLR):		The purpose of learning this course is to:			Learning			Program Outcomes (PO)																
CLR-1 :	CLR-2 :	CLR-3 :	CLR-4 :	CLR-5 :	1	2	3	1	2	3	4	5	6	7	8	9	10	11	12					
CLR-1 :	To understand the Challenges of Human Resource in Banking and Financial Sector.	CLR-2 :	To identify the human resource requirements through forecasting, recruitment and selection.	CLR-3 :	To have an in depth understanding of the various training models.	CLR-4 :	To acquire knowledge about the theories of motivation in order to develop the employee career, emotional and mental wellbeing.	CLR-5 :	To know about the various performance appraisal methods and Redressal methods.	Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)	Effective communication skills	Initiate critical thinking	Resources analysis for organisations	Familiarize organisations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Advance basic knowledge on the banking and financial markets operations	Develop managerial skills required to manage modern banking and financial industry	Impart Skills in the modern banking and financial services technology.
CO-1 :	To Understand the concepts of Human Behaviour at Work	CO-2 :	To Apply Human Resource Planning for Banking Sector	CO-3 :	To Analyze the Concepts of Career Planning and Development	CO-4 :	To Evaluate the Rewards and Motivation Theories	CO-5 :	To Create Various Performance Appraisals.	2	60	50			3	2	1							
										3	70	60		3					2	1				
										4	80	70		3			2		1					
										5	80	70		3	2	1								
										6	90	80			3	1	2							

Duration (hour)	6	6	6	6	6	
S-1	SLO-1	Evolution of human resource management	Importance of Human Resource Planning for Banking sector	Career Planning & Development Training needs, analysis for banks	Reward, Motivation	Performance Appraisal, Types
	SLO-2	Behavioral effectiveness at work place	Forecasting human resource requirement	Types of training methods, purpose, benefits	Theories of motivation	Methods , Limitations and problems
S-2	SLO-1	The importance of the human factor- Challenges	Matching supply and demand	Resistance, Training modes	Application of theories of motivation	Ethics Potential Appraisals, Method of performance evaluation
	SLO-2	Inclusive growth and affirmative action	Internal Sources and External sources	Executive development programs	Career management-	Feedback- Industry practices
S-3	SLO-1	Role of human resources in Banking and Financial Services	Recruitment, Selection	Common practices-benefits	Development of mentor	Promotion, Demotion, Transfer and Separation
	SLO-2	Case Study	Induction, Socialization benefits	Self-development, Knowledge management	Emotional health and psychological wellbeing-	Implication of job change, Redressal methods

S-4	SLO-1	Human resource policies	Expert Lecture , Recent Trends	Delivery Methodology, Evaluation	Developing a healthy life style	Contemporary practices in Banking Industry
	SLO-2	Human resource related legislation		Capacity building in Banking and Financial services	Employee Engagement Banking and Financial Services	The control process, Importance , Methods
S-5	SLO-1&2	Case Discussion	Case Discussion	Case Discussion	Expert Lecture	Expert Lecture
S-6	SLO-1&2				Case Discussion	Case Discussion

<b>Learning Resources</b>	1. Agyajit singh and Nupur Gosain (2021), 'Human behavior at work,' Psycho information technologies.	4. Decenzo and Robbins (2013), Fundamentals of Human Resource Management, Wiley, 11 <sup>th</sup> Edition.
	2. Dessler (2015). Human Resource Management, Pearson Education Limited, 14 <sup>th</sup> Edition.	5. Luis R.Gomez–Mejia, David B.Balkin, Robert L Cardy (2012). Managing Human Resource. PHI Learning.
	3. Nancy J Niles (2013), 'Health Care Human resource Management,' Jones & Bartlett Learning,	

Learning Assessment											
	Bloom's Level of Thinking	Continuous Learning Assessment (50% weightage)								Final Examination (50% weightage)	
		CLA – 1 (20%)		CLA – 2 (10%)		CLA – 3 (10%)		CLA – 4 (10%)		Theory	Practice
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice		
Level 1	Remember	20		20		20		20		20	
Level 2	Understand	40		20		20		20		20	
Level 3	Apply	40		20		20		20		20	
Level 4	Analyze			20		20		20		20	
Level 5	Evaluate			10		10		10		10	
Level 6	Create			10		10		10		10	
	<b>Total</b>	100 %		100 %		100 %		100%		100 %	

CLA-1 – Mid Term

CLA-2- Quiz

CLA-3 - Assignment

CLA – 4 Innovative Assignment

CLA – 4 can be a case analysis / case development / market study / video presentation./ seminars / board room discussions / event management etc.

Course Designers		
Experts from Industry	Experts from Higher Technical Institutions	Internal Experts
Mr. Sasi Kumar –Managing Director- SALCOMP INDIA LTD	Dr. Reeves Wesley- Professor- VIT, Chennai	Dr. Sujatha. S, Associate Professor, CoM, SRMIST
Mr. Claudios –Managing Director -WOORY AUTO LTD	Dr. Upam Pushpak, IIM Tiruchirapalli	Dr. N. Santhosh Kumar, Associate Professor, CoM, SRMIST

Code	MBF22105T	Course Name	BANKING LAWS & ETHICS	Course Category	PCC	Professional Core Course	L	T	P	C
							3	0	0	3

Pre-requisite Courses	Co-requisite Courses	Progressive Courses
Course Offering Department	College of Management	Data Book / Codes/Standards

Course Learning Rationale (CLR):		Learning			Program Outcomes (PO)											
CLR-1 :		1	2	3	1	2	3	4	5	6	7	8	9	10	11	12
The purpose of learning this course is to:																
Familiarizing students with Legal and Regulatory framework of Indian Banking System.																
Aims at comprehending the functionalities of Banking System in India.																
Gain Knowledge on Banking Law.																
Instilling the need for corporate governance and the Ethical Practices in Banks.																
Learn on dealing with Ethical dilemmas and decision making process in Banks.																
Course Outcomes (CO):		Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)	Effective communication skills	Initiate critical thinking	Resources analysis for organisations	Familiarize organisations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Advance basic knowledge on the banking and financial markets operations	Develop managerial skills required to manage modern banking and financial Industry	Impart Skills in the modern banking and financial services technology.
At the end of this course, learners will be able to:																
CO-1 : Demonstrate the legal frame work of banks along with regulatory requirements.		2	70	65	3				3		3					
CO-2 : Identifying various acts that are mandate for banking functionalities.		3	80	75		3		2		2			2			
CO-3 : Examining the different laws related to banks.		4	80	70	2		2				3					
CO-4 : Measuring the contribution of financial sectors to corporate social responsibility.		5	65	60		2			3				2			
CO-5 : Recommending Ethical standards and codes at various levels.		5	70	70	3		3						2			

Duration (hour)	6	6	6	6	6	
S-1	SLO-1	Legal and Regulatory Framework of Banks. Overview of Banking System	Bank Regulation and Legal aspects. Disclosure of Financial statements and Submission	Bank operations and Related Laws - Licensing of Banking Companies and Branches	Ethics in Banking and Corporate Governance	Banking Ethics: changing dynamics
	SLO-2	Banking Regulation Act 1949	Cash Currency Management and Credit Control. Loans and advances. Reserve funds.	Capital – Board of Directors – Subsidiaries	Role of Board of Directors and Chairman in Banking Ethics	Best Ethical Practices and corporate Governance in global Banks
S-2	SLO-1	RBI Act 1935	Banking Cash Transaction Tax Service Tax.	Interest rate regulation – payment system regulation – Secrecy of customer account	Basel Committee recommendations and Auditors certificate on Corporate	Best Ethical Practices and corporate Governance in Indian Banks

					Governance	
	<b>SLO-2</b>	Prevention of money Laundering Act, 2002	Payment and Settlement Act.	Rights and Obligations of a Banker – Laws relating to Securitization.	Ethics – An Overview	Legal Aspects in Ethical Foundation
<b>S-3</b>	<b>SLO-1</b>	Governments and RBI's powers and functions towards Banks	Lender's Liability Act.	Bankers Book Evidence Act 1891	Ethical and Unethical Issues	Ethical standards and code in Indian Context.
	<b>SLO-2</b>	Government as regulator of Banks	Asset Reconstruction Companies - The Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002.	FEMA 1999	Ethical and Unethical Issues	Ethical standards and code in Global Context
<b>S-4</b>	<b>SLO-1</b>	Control over Cooperative Banks	DRT ACT 1993 .Special Features of Recovery of Debts Due to Banks and Financial Institutions Act, 1993.	RTI Act 2005	Business ethics and Code of Ethics	Ethical Dimensions towards customers ,marketing and employees.
	<b>SLO-2</b>	Provisions of Bankers Book Evidence Act	Banking Ombudsman	The Consumer Protection Act, 1986	Business ethics and Code of Ethics	Work Ethics -Ethics at Individual Level .
<b>S-5</b>	<b>SLO-1</b>	Key aspect of Negotiable Instrument Act 1881	Transfer of property Act	of Limitation	<b>Corporate Social Responsibility</b>	Work Ethics -Ethics at Corporate Level.
	<b>SLO-2</b>	Important provisions of IRDA Act	Strategic alliances – Mergers and Amalgamations	Information Technology Act 2002	Corporate Social Responsibility in Financial Sectors.	Dilemmas in Ethics
<b>S-6</b>	<b>SLO-1</b>	Latest Amendments.	Latest Amendments.	Latest Amendments.	Corporate Social Responsibility in Financial Sectors.	Golden Rules of Ethics
	<b>SLO-2</b>	<b>Case Study Discussion</b>	<b>Case Study Discussion</b>	<b>Case Study Discussion</b>	<b>Case Study Discussion</b>	<b>Case Study Discussion</b>

<b>Learning Resources</b>	<ol style="list-style-type: none"> <li>1. Banking law and Practice in India, M L Tannon LexisNexis Publication, 29<sup>th</sup> Edition.</li> <li>2. Banking Law and Practice, K.P.Kandasami, S.Chand, 4<sup>th</sup> Edition.</li> <li>3. Indian Institute of Banking &amp; Finance (IIBF),Legal and Regulatory aspects of Banking, Macmillan, 2018.</li> </ol>	<ol style="list-style-type: none"> <li>4. Indian Institute of Banking &amp; Finance (IIBF), Ethics in Banking, Taxmann, 2018</li> <li>5. Ethics in Banking The Role of Moral Values and Judgements in Finance by Villa, Jes</li> <li>6. Business Ethics : An Indian Perspective   Third Edition \ Pearson Paperback by <a href="#">A C Fernando</a>, <a href="#">K P Muralidheeran</a>, <a href="#">E K Satheesh</a>.</li> </ol>
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Learning Assessment											
	Bloom's Level of Thinking	Continuous Learning Assessment (50% weightage)								Final Examination (50% weightage)	
		CLA – 1 (20%)		CLA – 2 (10%)		CLA – 3 (10%)		CLA – 4 (10%)		Theory	Practice
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice		
Level 1	Remember			10		20		10		20	
Level 2	Understand	30		20		20		20		20	
Level 3	Apply	30		20		20		20		20	
Level 4	Analyze	40		25		20		20		20	
Level 5	Evaluate			15		10		20		10	
Level 6	Create			10		10		10		10	
	<b>Total</b>	100 %		100 %		100 %		100%		100 %	

CLA-1 – Mid Term

CLA-2- Quiz

CLA-3 - Assignment

CLA – 4 Innovative Assignment

CLA – 4 can be a case analysis ,/ case development / market study / video presentation./ seminars / board room discussions / event management etc

Course Designers		
Experts from Industry	Experts from Higher Technical Institutions	Internal Experts
<b>Mr. Sasi Kumar -Managing Director- SALCOMP INDIA LTD</b>	<b>Dr. Reeves Wesley- Professor- VIT, Chennai</b>	<b>Dr.Priya Xavier- Assistant Professor</b>
<b>Mr. Claudios -Managing Director -WOORY AUTO LTD</b>	<b>Dr. Upam Pushpak, IIM Tiruchirapalli</b>	<b>Dr.K. Santhana Lakshmi -Associate Professor</b>

Course Code	MBF22106T	Course Name	MERCHANT BANKING AND FINANCIAL SERVICES	Course Category	Professional Core Course	L	T	P	C
						3	0	0	3

Pre-requisiteCourses		Co-requisiteCourses		ProgressiveCourses	
Course Offering Department	MBA BFS	Data Book / Codes/Standards			

Course Learning Rationale (CLR):		The purpose of learning this course is to:		Learning			Program Outcomes (PO)																										
CLR-1:	CLR-2:	CLR-3:	CLR-4:	CLR-5:	1	2	3	1	2	3	4	5	6	7	8	9	10	11	12														
Gain an overview on the roles and functions of merchant bankers	Appreciate the role of merchant banker in mergers and acquisitions, portfolio management services and concept of credit syndication, credit rating	Gain insights on financial services, its types and the concept of financial market	Evaluate the Hire Purchase and Leasing financing options	Understand the concepts of Venture Capital and Mutual Fund	Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)	Effective communication skills	Initiate critical thinking	Resources analysis for organisations	Familiarize organisations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Advance basic knowledge on the banking and financial markets operations	Develop managerial skills required to manage modern banking and financial Industry	Impart Skills in the modern banking and financial services technology.														
Course Outcomes (CO):		At the end of this course, learners will be able to:																															
CO-1:	Understand the roles and functions of merchant bankers	3	65	55																1		2		1				2	2				
CO-2:	Apprehend the role of merchant banker in mergers and acquisition, portfolio management services and concept of credit syndication, credit rating.	3	65	60																	3	2	1	2	2	2					3	3	2
CO-3:	Acquire knowledge of the types of financial services and the concept of financial market	5	75	65																1		2		2	1			1					
CO-4:	Appraise the Hire Purchase and Leasing financing proposals	3	70	60																	2	2	1					3			3	2	2
CO-5:	Gain knowledge of Venture capital, Mutual Fund in business practice	4	65	60		3	2	2	1	2						2	3	3															

Duration (hour)		6	6	6	6	6
S-1	SLO-1	Merchant Banking: Nature and Scope	Merchant Banking: Mergers and Acquisitions	Financial Services: Indian and Global Market	Leasing and Hire Purchase: Meaning, Features, Types	Venture Capital and Enterprise Development Characteristics and Stages of Venture Capital financing
	SLO-2					
S-2	SLO-1	Institutional Structure – Functions of Merchant Bankers	Portfolio Management Services	Financial Instruments and Financial Institutions	Hire Purchase Finance –Lease Financing Rights, Advantages, Limitations	Venture Capital in India
	SLO-2					Regulatory Framework
S-3	SLO-1	SEBI Guidelines for Merchant Bankers	Credit Syndication	Role of FIIs in Economic Growth and Stability	Lease Evaluation	Mutual funds – types and characteristics
	SLO-2		Credit Rating – Meaning & Significance		Methods of Reporting in Books of Accounts	
S-4	SLO-1	Issue Management – Equity issues – Rights issues	Credit Rating Agencies – CRISIL, ICRA, CARE	Regulatory Bodies	Bill Financing: Impact on Business	Mutual Fund - Regulatory Framework
	SLO-2		Inferring the credit ratings for investment decisions			
S-5	SLO-1	Debenture issues Book Building – Private Placements	Business Valuation &	Growth of Financial Services in India – Prospects and Challenges	Factoring: Mechanism, Types, Advantages	Mutual Fund as an investment tool – NAV estimations
	SLO-2	Pre & Post Issue activities			Challenges in Factoring	
S-6	SLO-1	Raising capital from International markets - ADRs,	Case study	Marketing of Financial Products, Services for Inclusive Growth	Forfaiting: Mechanism, Types and Advantages	Expert Talk
	SLO-2	GDRs, ECBS			Factoring Vs. Forfaiting	

<b>Learning Resources</b>	<ol style="list-style-type: none"> <li>1. Shashi Gupta &amp; Nisha Aggarwal (2021).Financial services.Kalyani Publishers, 2021</li> <li>2. M. Y. Khan (2019.), Financial Services, McGraw Hill, Uttar Pradesh, 10<sup>th</sup> edition</li> <li>3. Lalit K.Bansal– Unistar (2017). Merchant banking &amp; Financial Service Books,,2<sup>nd</sup> edition</li> <li>4. Dr.R.Shanmugam (2017). Financial services, Wiley Publications, 2<sup>nd</sup> edition.</li> <li>5. Madhu vij and Swathi dawan, (2017). Merchant banking &amp; Financial Services by McGraw hill Publications, 2<sup>nd</sup> edition</li> </ol>
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	Bloom's Level of Thinking	Learning Assessment									
		Continuous Learning Assessment (50% weightage)									
		CLA - 1 (20%)		CLA - 2 (10%)		CLA - 3 (10%)		CLA - 4 (10%)		Final Examination (50% weightage)	
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice
Level 1	Remember	40		20		20		20		20	
Level 2	Understand	30		20		20		20		20	
Level 3	Apply	30		20		20		20		20	
Level 4	Analyze			20		20		20		20	
Level 5	Evaluate			10		10		10		10	
Level 6	Create			10		10		10		10	
	<b>Total</b>	100 %		100 %		100 %		100 %		100 %	

CLA-1 –Mid Term

CLA-2- Quiz

CLA-3 -Assignment

CLA - 4 Innovative Assignment

CLA – 4 can be a case analysis, / case development / market study / video presentation./ seminars / board room discussions / event management etc

#### Course Designers

Experts from Industry	Experts from Higher Technical Institutions	Internal Experts
Mr. Velan Silas, CA & CEO VV Associates	Dr. Govindarajan, K L University, Hyderabad.	<b>Dr.S.Anitha</b>
Mr. K. Krishna Kumar Associate Vice President SCB	Dr. Siva Sankaran, XLRI, Jamshedpur	<b>Dr. Kavitha Shanmugam</b>



Course Code	MBF22107L	Course Name	DATA ANALYSIS FOR DECISION MAKING	Course Category	Analytical Skills Enhancement Courses	L	T	P	C
						0	2	4	3

Pre-requisite Courses	Co-requisite Courses	Data Book / Codes / Standards	Progressive Courses
Course Offering Department	College of Management		

Course Learning Rationale (CLR):		The purpose of learning this course is to:			Leaning			Program Outcomes (PO)																
CLR-1:	CLR-2:	CLR-3:	CLR-4:	CLR-5:	1	2	3	1	2	3	4	5	6	7	8	9	10	11	12					
CLR-1:	The proficient skills to use and apply descriptive analysis for solving banking problems	CLR-2:	The techniques for forecasting and analysis using predictive analysis techniques	CLR-3:	The applications of quantitative methods to business problems	CLR-4:	Hands on experience on statistical tools (SPSS) for managerial decision making	CLR-5:	The skills to use the model for a predictive analytical solution using Rattle package in R	Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)	Effective communication skills	Initiate critical thinking	Resources analysis for organisations	Familiarize organisations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Advance basic knowledge on the banking and financial markets operations	Develop managerial skills required to manage modern banking and financial industry	Impart Skills in the modern banking and financial services technology.
CO-1:	Solve banking problems using descriptive analysis	2	65	60		1															3			
CO-2:	Forecast using predictive analysis	1	70	65			2										1							3
CO-3:	Apply quantitative methods to solve business problems	2	80	70		2									3						1			
CO-4:	Take decision using statistical tools	5	75	70				3									1							2
CO-5:	Model predictive analysis using Rattle package	6	85	80		3		1							2									

Duration (hour)	6	6	6	6	6	
S-1	SLO-1	Need for descriptive analysis for bankers	Linear Regression & Forecasting	SPSS - Getting Started	Choosing the Right Statistic	Basics of Rattle
			Regression Model Equation	Designing a Study	Statistical Techniques to Explore Relationships among Variables	Transforming data
S-2	SLO-2	Types of Analytical Methods and Models	Least Square Method	Preparing a Codebook	Chi-square	Normalizing data
		SLO-1	Descriptive Statistics	The sum of squares	Getting to know IBM SPSS	Correlation
S-3	SLO-2	Types of Data	Multiple Regression Model	Preparing the Data File	Partial Correlation	Basic Statistics
		SLO-1	Cross sectional and time series data	Inference	Creating a Data File and Entering Data	One-Way Analysis of Variance
S-4	SLO-2	Data Distribution	Model fitting	Missing data analysis-deletion methods	Two-Way Between-Groups ANOVA	Basic metrics
		SLO-1	Measures of Central tendency	Decision trees	Missing data analysis-Imputation method	one sample t tests and independent two sample t tests
		Measures of Variability	Forecast Accuracy	Descriptive Statistics	t-Tests – paired sample t test	Principal Component Analysis

S-5	SLO-1	Measures of Association between Two Variables	Moving Averages	Using Graphs to Describe and Explore the Data	Factor Analysis	Predictive Modeling using Rattle Visualizing Data
	SLO-2	Scatter charts	Computation of Seasonal Indices by Simple Average Method	Data Manipulation	Multiple Regression : standard	Graphs
S-6	SLO-1	Covariance	Segmentation	Checking the Reliability of a Scale	Multiple Regression : stepwise	Applications
	SLO-2	Correlation coefficient	RFM Analysis	Reporting	Expert Talk	Expert Talk

<b>Learning Resources</b>	<ol style="list-style-type: none"> <li>Ken Black. (2021). Business Statistics: For Contemporary Decision Making. Wiley.</li> <li>Jeffrey D. Camm, James J. Cochran, Michael J. Fry, Jeffrey W. Ohlmann, David R. Anderson, Dennis J. Sweeney, Thomas A. Williams. (2019). Business Analytics. Cengage .</li> <li>Andy Field (2018). Discovering Statistics Using IBM SPSS Statistics. Sage Publications Ltd.</li> <li>Jovan Pehceviski. (2016). Business Analytics for Bankin. Arcler Education Inc.</li> <li>Juliant Pallant. (2016). SPSS Survival: A step by step guide to data analysis using IBM SPSS. McGraw Hill Education</li> <li>Eric Siegel, Thomas H. Davenport. (2016). Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die Revised and updated. Wiley..</li> </ol>
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Learning Assessment											
	Bloom's Level of Thinking	Continuous Learning Assessment (60% weightage)								Final Examination(40% weightage)	
		CLA - 1 (20%)		CLA - 2 (10%)		CLA - 3 (10%)		CLA - 4 (20%)			
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice
Level 1	Remember		40		20		20		20		20
Level 2	Understand		30		20		20		20		20
Level 3	Apply		30		20		20		20		20
Level 4	Analyze				20		20		20		20
Level 5	Evaluate				10		10		10		10
Level 6	Create				10		10		10		10
	<b>Total</b>		<b>100%</b>		<b>100%</b>		<b>100%</b>		<b>100%</b>		<b>100%</b>

CLA-1 – Mid Term

CLA-2- Quiz

CLA-3 - Assignment

CLA – 4 Innovative Assignment

CLA – 4 can be a case analysis / case development / market study / video presentation./ seminars / board room discussions / event management etc.

Course Designers		
Experts from Industry	Experts from Higher Technical Institutions	Internal Experts
1. Mr. Million Kumar, CEO, Webco	Dr. Saji K Mathew , Professor, IIT - Madras	<b>Dr.P.Suganthi</b>
2. Mr. Venkatsh, IBM	Dr.Hansa Lysander Manohar, Professor , Anna University, Madras	<b>Dr.Kavitha Shanmugam</b>

Course Code	MBF22108L	Course Name	PARTICIPATIVE LEADERSHIP	Course Category	Soft Skills Enhancement Course	L	T	P	C
						0	0	2	1

Pre-requisite Courses	Co-requisite Courses	Progressive Courses
Course Offering Department	College of Management	Data Book / Codes / Standards

Course Learning Rationale (CLR):		The purpose of learning this course is to:			Leaning			Program Outcomes (PO)																					
CLR-1:	CLR-2:	CLR-3:	CLR-4:	CLR-5:	1	2	3	1	2	3	4	5	6	7	8	9	10	11	12										
Understand the significance of Team Awareness and Self Awareness	Learn the importance of Goal Setting	Be acquainted with the benefits of Participative Leadership	Apprehend the benefits of team productivity	Understand the importance of managing stress in worklife	Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)	Effective communication skills	Initiate critical thinking	Resources analysis for organisations	Familiarize organisations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Advance basic knowledge on the banking and financial markets operations	Develop managerial skills required to manage modern banking and financial Industry	Impart Skills in the modern banking and financial services technology.										
CO-1:	Understand the significance of Team Awareness and Self Awareness	2	65	60																3	1	2	3	1	2	3	1	2	3
CO-2:	Learn the importance of Goal Setting	4	70	70																3	2	3	1	2	3	1	2	3	1
CO-3:	Be acquainted with the benefits of Participative Leadership	3	80	70																2	3	1	2	3	1	2	3	1	2
CO-4:	Apprehend the benefits of team productivity	2	75	70																3	3	1	2	3	1	2	3	1	2
CO-5:	Understand the importance of managing stress in worklife	3	85	80	3	3	1	2	3	1	2	3	1	2															

Duration (hour)	4	4	4	4	4	
S-1	SLO-1	Team Awareness and Self Awareness Executive Action Skills – Protagonist Training	Goal Setting - Basics of setting SMART goals	Training Participative Leadership - Team vision	Team Productivity - Building mental and physical energy	Creating your brand of happiness
	SLO-2	Learning Goals – Conflict Resolution Following the Squad fellow - Maximizing Team effectiveness	Setting vision Goal setting techniques	Renovating the self-leadership from inside out	Adopting technology for advantage	Removing the work life balance obstacles
S-2	SLO-3	Active listening, inquiring and performance management skills Building leadership strengths Self-assessment of student strengths	Exercises for changing the attitude on failing	Managing team directions Managing team directions Team coaching	Gaining clarity & classifying professional vs. personal priorities	Creating strategic leadership toolkit

	<b>SLO-4</b>	Understanding the life wheel & its significance for work life balance Exercises for building trust within & with others Team growth				
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<b>Learning Resources</b>	<ol style="list-style-type: none"> <li>1. Joel Schwartzberg (2021), "The Language of Leadership How to Engage and Inspire Your Team", Berrett-Koehler Publishers.</li> <li>2. Christopher D. Connors (2021), "Emotional Intelligence for the Modern Leader", Callisto Media Incorporated,</li> <li>3. Brian Murray, Dianna L. Stone, James H. Dulebohn, (2021.) "Leadership Leaders, Followers, and Context", Information Age Publishing Inc.,</li> <li>4. Brigid Carroll, Jackie Ford, Scott Taylor (2019.), "Leadership Contemporary Critical Perspectives", SAGE Publications,</li> <li>5. Peter G. Northouse (2019), "Introduction to Leadership Concepts and Practice", SAGE Publications.</li> </ol>
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Learning Assessment											
	Bloom's Level of Thinking	Continuous Learning Assessment (60% weightage)								Final Examination (40% weightage)	
		CLA - 1 (20%)		CLA - 2 (10%)		CLA - 3 (10%)		CLA - 4 (20%)		Theory	Practice
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice		
Level 1	Remember		40		20		20		20		20
Level 2	Understand		30		20		20		20		20
Level 3	Apply		30		20		20		20		20
Level 4	Analyze				20		20		20		20
Level 5	Evaluate				10		10		10		10
Level 6	Create				10		10		10		10
	<b>Total</b>		100%		100%		100%		100%		100%

CLA-1 – Mid Term

CLA-2- Quiz

CLA-3 - Assignment

CLA – 4 Innovative Assignment

CLA – 4 can be a case analysis / case development / market study / video presentation./ seminars / board room discussions / event management etc.

Course Designers		
Experts from Industry	Experts from Higher Technical Institutions	Internal Experts
Mr. Sasi Kumar –Managing Director- SALCOMP INDIA LTD	Dr. Reeves Wesley- Professor- VIT, Chennai	Dr. Sujatha. S, Associate Professor, CoM, SRMIST
Mr. Claudios –Managing Director -WOORY AUTO LTD	Dr. Upam Pushpak, IIM Tiruchirapalli	Dr. N. Santhosh Kumar, Associate Professor, CoM, SRMIST

Course Code	MBF22201T	Course Name	CORPORATE FINANCE	Course Category	Foundation course	L	T	P	C
						2	2	0	3

Pre-requisite Courses	Co-requisite Courses	Progressive Courses
Course Offering Department	MBA	Data Book / Codes/Standards

Course Learning Rationale (CLR):		The purpose of learning this course is to:		Learning			Program Learning Outcomes (PLO)											
CLR 1	Understand the importance of financial management for business growth	1	2	3	1	2	3	4	5	6	7	8	9	10	11	12		
CLR 2	Evaluate the project proposals by applying the capital budgeting techniques	Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)	Effective communication skills	Initiate critical thinking	Resources analysis for organisations	Familiarize organisations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Application of multidisciplinary knowledge comprising of finance, operations, system, marketing and human resources management to	Usage of business metrics to evaluate business projects to develop growth strategies	Authorize the students to innovate and execute the business idea during the challenging business situation		
CLR 3	Apply the of cost of capital of different sources of capital and to select the optimum combination																	
CLR 4	Understand the importance of capital structure and dividend decisions																	
CLR 5	Analyze the working capital requirements of the company and the sources of working capital																	
CLR 6	Learn the importance of corporate finance in business decision making																	

Course Learning Outcomes (CLO):		At the end of this course, learners will be able to:		Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)	Effective communication skills	Initiate critical thinking	Resources analysis for organisations	Familiarize organisations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Application of multidisciplinary knowledge comprising of finance, operations, system, marketing and human resources management to	Usage of business metrics to evaluate business projects to develop growth strategies	Authorize the students to innovate and execute the business idea during the challenging business situation
CLO 1	Learn the importance of financial management	1	50	60	1									2			3	
CLO-2	Evaluate the various project proposals using capital budgeting techniques	2	70	75		2				2				2	3	3	3	
CLO 3	Understand the importance of cost of capital in selecting the source of capital	2	80	70		2	2	2	1						3	3		
CLO 4	Decide the optimum capital structure for a firm.	3	60	50	1	2	2	2		2	1			2	2	3	2	
CLO 5	Determine the working capital requirements of a firm.	3	70	80		1	2	2		2				2		2	2	
CLO 6	Apply the tools of corporate finance to facilitate managerial decision making.	3	90	80	1		2	2	2	2	2				2	3		

Duration (hour)	10	10	10	10	10
S-1	SLO-1 Meaning of Financial Management	Introduction to capital budgeting	Cost of Capital - Introduction	Capital structure - Meaning	Working capital management - Introduction
	SLO-2 Nature of Financial Management	Importance of capital budgeting	Cost of each sources of Finance	Importance of capital structure	Concept and Definitions of WC
S-2	SLO-1 Objectives of Financial Management - Profit	Factors affecting investment decisions	Cost of debt, Cost of redeemable and irredeemable debt	Optimal capital structure	Kinds of WC

		<i>Maximizations vs Wealth Maximization</i>				
	SLO-2	<i>Role of a Financial Manager</i>	<i>Types of proposals</i>	<i>Cost of Preference shares, Cost of redeemable and irredeemable preference shares</i>	<i>Problems in optimal capital structure</i>	<i>Importance of WC</i>
S-3	SLO-1	<i>Scope of Financial Management - An introduction to the basic decision in FM</i>	<i>Methods of appraisal, Payback period method</i>	<i>Cost of equity, Approaches to cost of equity</i>	<i>Theories of capital structure - NI approach</i>	<i>Factors affecting WC requirements</i>
	SLO-2	<i>Scope of Financial Management - An introduction to the basic decision in FM</i>	<i>Advantages and Limitations of Payback period method.</i>	<i>Problem Weighted Average Cost of Capital</i>	<i>NOI approach</i>	<i>Management of WC</i>
S-4	SLO-1	<i>Investment Decisions Financing Decision, Dividend Decision</i>	<i>NPV Method</i>	<i>Introduction to Leverage</i>	<i>MM approach - Arbitrage process</i>	<i>Planning of WC</i>
	SLO-2	<i>Investment Decisions Financing Decision, Dividend Decision</i>	<i>Advantages and Limitations of NPV method.</i>	<i>Problems in Operating Leverage</i>	<i>Traditional approach</i>	<i>Problem Forecasting WC requirements</i>
S-5	SLO-1	<i>Introduction to Time Value of Money</i>	<i>Profitability Index method</i>	<i>Problems in Financial Leverage</i>	<i>Factors determining capital structure</i>	<i>Problem Forecasting WC requirements</i>
	SLO-2	<i>Compounding Concept – Annually</i>	<i>Advantages and Limitations of Profitability Index method.</i>	<i>Problems in Composite Leverage</i>	<i>Factors determining capital structure</i>	<i>Problem Forecasting WC requirements</i>
S-6	SLO-1	<i>Multiple compounding periods</i>	<i>IRR method</i>	<i>Case study in Leverage</i>	<i>Case study on capital structure</i>	<i>Case study WC</i>
	SLO-2	<i>Compounding value of Annuity</i>	<i>Advantages and Limitations of IRR.</i>	<i>Case study in Leverage</i>	<i>Case study on capital structure</i>	<i>Case study WC</i>

<b>Learning Resources</b>	<ol style="list-style-type: none"> <li>1. Stephen A. Ross (2021). Corporate Finance, McGraw Hill; 12th edition, McGraw Hill Education (India) Private Limited.</li> <li>2. M. Y. Khan , P. K. Jain (2018). Financial Management: Text, Problems and Cases - 8th Edition Paperback</li> <li>3. I M Pandey (2021) Financial Management - Twelfth Edition - Pearson.</li> <li>4. ShashiK.Gupta, R.K.Sharma (2006) , "Financial Management Theory and Practice", 5th revised enlarged Edition, Kalyani Publishers, New Delhi.</li> <li>5. Dr.S.N.Maheshwari (2005), "Financial Management Principles and Practice", 1st Edition, , Sultan Chan &amp; Sons, New Delhi.</li> <li>6. Prasanna Chandra (2004), "Financial Management–Theory &amp; Practice", 7th Edition, , Tata McGrawHill, New Delhi.</li> </ol>
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		Learning Assessment									
	Bloom's Level of Thinking	Continuous Learning Assessment (50% weightage)								Final Examination (50% weightage)	
		CLA - 1 (20%)		CLA - 2 (10%)		CLA - 3 (10%)		CLA - 4 (10%)		Theory	Practice
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice		
Level 1	Remember	40		20		20		20		20	
Level 2	Understand	30		20		20		20		20	
Level 3	Apply	30		20		20		20		20	
Level 4	Analyze			20		20		20		20	
Level 5	Evaluate			20		20		20		20	
Level 6	Create										
	<b>Total</b>	100 %		100 %		100 %		100%		100 %	

CLA-1 – Mid Term

CLA-2- Quiz

CLA-3 - Assignment

CLA – 4 Innovative Assignment

CLA – 4 can be a case analysis ,/ case development / market study / video presentation./ seminars / board room discussions / event management etc

Course Designers		
Experts from Industry	Experts from Higher Technical Institutions	Internal Experts
Mr. T.N. Sekhar, CA, CIMA	Dr. Narasimhan, IIM, Bangalore	Dr. T.Velmurugan
Dr. R. Maheswaran, ICWA, MBA, Ph.D	Dr. Sivasankaran, XLRI, Jamshedpur	Dr. Kavitha Shanmugam

Course Code	MBF22202T	BEHAVIORAL FINANCE	Course Category	PCC	Professional Core Course	L	T	P	C
						3	0	0	3

Pre-requisite Courses	Co-requisite Courses	Progressive Courses
Course Offering Department	College of Management	Data Book / Codes/Standards

Course Learning Rationale (CLR):		The purpose of learning this course is to:														
		Learning			Program Outcomes (PO)											
CLR-1:	To examine how the insights of behavioural finance theories shed light on the behaviour of individual investors and finance professionals in investment decision-making and corporate financial decision-making.	1	2	3	1	2	3	4	5	6	7	8	9	10	11	12
CLR-2:	To explore the possibility to improve investment performance and corporate performance by recognising the cognitive biases and applying appropriate 'de biasing' techniques in Investment.	Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)	Effective communication skills	Initiate critical thinking	Resources analysis for organizations	Familiarize organizations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Identifying, assessing and selecting digital	Identifying, assessing and selecting digital	Identifying, assessing and selecting digital
CLR-3:	To make the students be familiarised with the latest developments and issues in behavioural finance and understand their implications for securities pricing, financial analysis, and corporate finance decision-making															
CLR-4:	To develop the ability to understand complexities in behavioural finance;															
CLR-5:	To develop the links between behavioural finance theory and professional practice;															
Course Outcomes (CO):	At the end of this course, learners will be able to:															
CO-1:	Understand the differences between a behavioural finance perspective and a traditional finance perspective	3			3			3								
CO-2:	Understand and critically discuss the cognitive biases and errors of judgment that affect financial decisions		3		2		2		2							
CO-3:	Critically evaluate behavioural influences involving individuals; investment decisions	2		2			3									
CO-4:	Analyze behavioural influences involving corporate financial decisions		2		3				2							
CO-5:	Describe how behavioral biases of managers affect the decision-making process in a corporation.	3		3					2							

Duration (hour)	6	6	6	6	6	
S-1	SLO-1	Behavioral finance: Introduction: An overview of Behavioural finance	Behavioral Factors and Financial Markets: : Concept	Decision making process: Nee	Behavioral Corporate Finance : Meaning	Role of Financial Planner : Importance of financial planner
	SLO-2	, Mental Accounting,	The Efficient Markets Hypothesis	The Investor Bias	Systematic approach on Behavioral factors	Analyze Client's Financial Status
S-2	SLO-1	Decision-making process	Fundamental Information and Financial markets	The Intuition System	Behavioral factors in Corporates' capital structure	Risk Profile
	SLO-2	Behavioural biases	Technical analysis and Financial	Influence of institution system	External Factors and Investor	Determine Financial Goals



			Markets	on the investor cognitive decisions,	Behavior	
S-3	SLO-1	Skewness of Asset Allocation	Information available for Market Participants	Factors affecting investor behavior in investment decision making,	Mechanisms of the External Factor	Develop Financial Plan for the Client
	SLO-2	Cultural bias	Rationale Investors	Investment decision making process	External Factor influence on risk perception and attitudes	Develop Financial Plan Recommendations for the Client
S-4	SLO-1	Historical bias.	Irrational investors	Decision making under Risk,	Insider information	Implement Client's Financial Planning
	SLO-2	Common errors	Market Efficiency	Understanding how people think under Risk.	. corporate scandals	Monitor and Review the Client's financial Situation
S-5	SLO-1	Simple experiments on anchoring	Market Predictability	Risk taking behavior	emotional regulation	Code of Ethics of financial planner
	SLO-2	Simple experiments on herd behaviour	Active Portfolio Management	Sentiment Vs Risk taking	Behavioral biases of managers	Professional responsibility of financial planner
S-6	SLO-1	Case study	Case study	Case study	Case study	Expert Talk
	SLO-2	Case study	Case study	Case study	Case study	Expert Talk

<b>Learning Resources</b>	1. Ackert, Deaves. Behavioral Finance: Psychology, Decision-Making, and Markets. Cengage Learning.	3. Montier, Behavioral Finance: Insights into Irrational Minds and Markets
	2. Shleifer, Andrei : Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press.	

Learning Assessment											
	Bloom's Level of Thinking	Continuous Learning Assessment (50% weightage)								Final Examination (50% weightage)	
		CLA - 1 (20%)		CLA - 2 (10%)		CLA - 3 (10%)		CLA - 4 (10%)		Theory	Practice
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice		
Level 1	Remember	40		20		20		20		20	
Level 2	Understand	40		20		20		20		20	
Level 3	Apply	20		20		20		20		20	
Level 4	Analyze			20		20		20		20	
Level 5	Evaluate			10		10		10		10	
Level 6	Create			10		10		10		10	
<b>Total</b>		<b>100 %</b>		<b>100 %</b>		<b>100 %</b>		<b>100%</b>		<b>100 %</b>	

CLA-1 – Mid Term CLA-2- Quiz CLA-3 - Assignment CLA – 4 Innovative Assignment

CLA – 4 can be a case analysis / case development / market study / video presentation./ seminars / board room discussions / event management etc.

Course Designers		
Experts from Industry	Experts from Higher Technical Institutions	Internal Experts
Mr. T.N. Sekhar, CA, CIMA, RK Audit firm	Dr. Narasimhan, IIM, Bangalore	S. Revathy, Asst. Professor, College of Management
Mr. K. Krishna Kumar , Vice President, Standard Chartered Bank	Dr. Thenmozhi, IIT Madras	Dr. Velmurugan, Asst. Professors, College of Management

Course Code	MBF22203T	Course Name	EQUITY RESEARCH AND PORTFOLIO MANAGEMENT	Course Category	PCC	Professional Core Course	L	T	P	C
							2	2	0	3

Pre-requisite Courses	Co-requisite Courses	Progressive Courses
Course Offering Department	College of Management	Data Book / Codes/Standards

Course Learning Rationale (CLR):		The purpose of learning this course is to:	Learning			Program Outcomes (PO)																											
CLR-1:	CLR-2:	CLR-3:	CLR-4:	CLR-5:	1	2	3	1	2	3	4	5	6	7	8	9	10	11	12														
To understand basics of stock market	To understand the trading and settlement	To learn the types of investment	To impart the secondary market trading mechanism like SEBI, CDSL, NSE, BSE	To analyze the portfolio management and analyze the risk and return on investment	Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)	Effective communication skills	Initiate critical thinking	Resources analysis for organizations	Familiarize organizations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Identifying, assessing and selecting digital market opportunities.	Identifying, assessing and selecting digital market opportunities.	Identifying, assessing and selecting digital market opportunities.														
CO-1:	CO-2:	CO-3:	CO-4:	CO-5:																1	80	70	3			3			3				
To learn number of stock exchanges and function of Indian financial system	To learn how the stock market mechanism working	To learn how to calculate risk and return on investment	To understand how to do fundamental and technical analysis	To gain knowledge of portfolio construction																2	80	75		3		2					2		
																				6	85	75	2		2				3				
																				4	75	70		2			3				2		
					2	80	75	3		3						2																	

Course Outcomes (CO):		At the end of this course, learners will be able to:																	
CO-1:	To learn number of stock exchanges and function of Indian financial system	1	80	70	3				3										
CO-2:	To learn how the stock market mechanism working	2	80	75		3		2		2						2			
CO-3:	To learn how to calculate risk and return on investment	6	85	75	2		2						3						
CO-4:	To understand how to do fundamental and technical analysis	4	75	70		2					3					2			
CO-5:	To gain knowledge of portfolio construction	2	80	75	3		3									2			

Duration (hour)	6	6	6	6	6	
S-1	SLO-1	Types of Financial Instruments and Financial market	Primary Market and Secondary market	Company analysis	Efficient market hypothesis	Equity Valuation and Portfolio Management
	SLO-2	overview of Indian financial system	Initial Public Offering	Industry analysis	Efficient market hypothesis	Equity valuation methods
S-2	SLO-1	Investment environment in India	Initial Public Offering	Economy analysis	Markowitz model	Diversification
	SLO-2	Investment environment in India	Stock Exchanges – NSE – BSE-SEBI	moving averages – chart formations	Markowitz model	Portfolio analysis
S-3	SLO-1	Investment Process	Stock Exchanges – NSE – BSE-SEBI	price patterns	Capital asset pricing model – CML – SML	portfolio selection

	<b>SLO-2</b>	Types of Investment	Trading and Settlement	technical indicators – Trends – trend reversals	Capital asset pricing model – CML – SML	Sharpe Index – Jensen Index – Treynor’s Index
S-4	<b>SLO-1</b>	Types of Investors	types of orders	Oscillators – Statistical predictors	Arbitrage theory	Markowitz portfolio selection models
	<b>SLO-2</b>	equity market	Calculating Indices	Bayesian inference	Arbitrage theory	Markowitz portfolio performance evaluation
S-5	<b>SLO-1</b>	Speculation and Investment	Risk and Return in equity market	– Data Science and Machine Learning in equity research	Random walk theory	Introduction to derivatives
	<b>SLO-2</b>	Fixed Income Securities – Risk free assets.	Demat account – trading with margin money	– Data Science and Machine Learning in equity research	<b>Other Theories</b>	Hedging risk in equity market .
S-6	<b>SLO-1</b>	<b>Case Study</b>	<b>Case Study</b>	<b>Case Study</b>	<b>Case Study</b>	<b>Case Study</b>
	<b>SLO-2</b>	<b>Industry Expert Discussion</b>	<b>Industry Expert Discussion</b>	<b>Industry Expert Discussion</b>	<b>Industry Expert Discussion</b>	<b>Industry Expert Discussion</b>

<b>Learning Resources</b>	1) Michael Isichenko (2021) "Quantitative Portfolio Management" Wiley. 2) Giuseppe A.Paleologo (2021) " Advanced Portfolio Management " Wiley.	3) Campbell R Harvey, Sandy Rattray, Otto Van Hemert (2021) "Strategic Risk Management", Wiley. 4) S Kevin (2015) "Security analysis and Portfolio management " PHI .
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Learning Assessment											
	Bloom’s Level of Thinking	Continuous Learning Assessment (50% weightage)								Final Examination (50% weightage)	
		CLA - 1 (20%)		CLA - 2 (10%)		CLA - 3 (10%)		CLA - 4 (10%)		Theory	Practice
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice		
Level 1	Remember	40		20		20		20		20	
Level 2	Understand	30		20		20		20		20	
Level 3	Apply	30		20		20		20		20	
Level 4	Analyze			20		20		20		20	
Level 5	Evaluate			20		20		20		20	
Level 6	Create										
	<b>Total</b>	100 %		100 %		100 %		100 %		100	

CLA-1 – Mid Term

CLA-2- Quiz

CLA-3 - Assignment

CLA – 4 Innovative Assignment

CLA – 4 can be a case analysis / case development / market study / video presentation./ seminars / board room discussions / event management, etc.

<b>Course Designers</b>		
<b>Experts from Industry</b>	<b>Experts from Higher Technical Institutions</b>	<b>Internal Experts</b>
Mr. Monish Rajesh, BNP Paribas	Dr. Sharon Sophia, VITBS Chennai	Dr A R Shanmuga Priya
	Dr. Thenmozhi, IIT Madras	Dr T Velmurugan

Course Code	MBF22204T	Course Name	CORE BANKING SOLUTIONS	Course Category		Foundation course	L	T	P	C
							3	0	0	3

Pre-requisite Courses		Co-requisite Courses		Progressive Courses	
Course Offering Department	MBA	Data Book / Codes/Standards			

Course Learning Rationale (CLR):		<i>The purpose of learning this course is to:</i>		Learning			Program Learning Outcomes (PLO)											
CLR	Description	1	2	3	1	2	3	4	5	6	7	8	9	10	11	12		
CLR 1	Understand the concept of core banking solutions in terms of automation, network and connectivity..	Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)	Effective communication skills	Initiate critical thinking	Resources analysis for organisations	Familiarize organisations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Application of multidisciplinary knowledge comprising of finance, operations, system, marketing and human resources management to integrate business projects	Usage of business metrics to evaluate business projects to develop growth strategies	Authorize the students to innovate and execute the business idea during the challenging business situation		
CLR 2	Identify the functioning of information technology in core banking system.																	
CLR 3	Understand the functioning and security control mechanism in internet banking..																	
CLR 4	Equip the students with the importance of real time gross settlement in core banking.																	
CLR 5	Understand cash and information system audit management in core banking.																	
Course Learning Outcomes (CLO):		<i>At the end of this course, learners will be able to:</i>																
CLO 1	To describe the core banking mechanism in terms of network and connectivity..	1	50	60	1							2			3			
CLO-2	To explain the role of IT in core banking solutions.	2	70	75		2			2			2	3	3	3			
CLO 3	To examine the functioning of ATM's in core banking solutions.	2	80	70		2	2	2	1				3	3				
CLO 4	To discuss the role of real time gross settlement in core banking.	3	60	50	1	2	2	2		2	1		2	2	3	2		
CLO 5	To describe the importance of cash and information system audit management in core banking.	3	70	80		1	2	2		2	2		2	2	2			
		3	90	80	1	2	2	2	2	2	2		2	3				

Duration (hour)	6	6	6	6	6
S-1	SLO-1	CBS – Introduction	Functions of IT	Internet Banking	Real Time Gross Settlement
	SLO-2	Working Methodology	IT with CBS	Process	Cash Management
S-2	SLO-1	Technology behind CBS	Modules of CBS	Data flow for Internet Banking	National Electronic Fund Transfer-Concept
	SLO-2	Application	Security and control at Data Centre		Process
S-3	SLO-1	Total Branch Automation	Security and control at branch level	Procedures for evaluating controls	Difference between RTGS and NEFT
	SLO-2	TBA with CBS	ATM		
					Controls in CBS

S-4	SLO-1	Data Centre	Operations of ATM	Operational control for data security	Functional architecture for Next Generation Real Time Gross Settlement	Audit of CBS- Review of Security Policy
	SLO-2	Application	Evaluation of control of ATM operations			Review of Business Continuity Planning & BCP policy
S-5	SLO-1	Network Connectivity	Surrendered and captured cards	Audit program line for evaluating controls	RTGS Technical Environment Procedure for tracking the remittance transaction	Change Management Procedures & process
	SLO-2	Application	ATM switch operations			Testing Application Systems in CBS
S-6	SLO-1	Expert Talk	Expert Talk	Expert Talk	Expert Talk	Expert Talk
	SLO-2	Expert Talk	Expert Talk	Expert Talk	Expert Talk	Expert Talk

Learning Resources	1.	.GerardusBlokdk,2020,Core Banking System A Complete Guide,5STARCOOKS	3..B.M.Sharma,2013,Core Banking Technology And Solutions, Yking Books 4.Ajimon George,2019,Internet Banking ,New Age International Pvt. Ltd..
	2.	.M.Revathy Sriram,2013,CORE BANKING SOLUTION: Evaluation of Security and Controls, PHI Learning Pvt Ltd.	

Learning Assessment											
	Bloom's Level of Thinking	Continuous Learning Assessment (50% weightage)								Final Examination (50% weightage)	
		CLA - 1 (20%)		CLA - 2 (10%)		CLA - 3 (10%)		CLA - 4 (10%)		Theory	Practice
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice		
Level 1	Remember	40		20		20		20		20	
Level 2	Understand	40		20		20		20		20	
Level 3	Apply	20		20		20		20		20	
Level 4	Analyze			20		20		20		20	
Level 5	Evaluate			10		10		10		10	
Level 6	Create			10		10		10		10	
	Total	100 %		100 %		100 %		100%		100 %	

CLA-1 – Mid Term

CLA-2- Quiz

CLA-3 - Assignment

CLA – 4 Innovative Assignment

CLA – 4 can be a case analysis ,/ case development / market study / video presentation./ seminars / board room discussions / event management etc

Course Designers		
Experts from Industry	Experts from Higher Technical Institutions	Internal Experts
Mr.Sai Chakradhar Mullapudi, AGM ,SBI,Hyderabad	Prof.Dr. D.Surya Chnadra Rao, Director,IIIT,Nuzvid	Dr. Suganthi.P
Mr. Pavan Kumar Gopiraju, RSM ,Axis Finance,Hyderabad	Prof.Dr.Kunal Gaurav,Director,MBA,ETHames College,Hyderabad	Dr. Sarvani.K

Course Code	MBF22205T	Course Name	Insurance Products and Services	Course Category	Core Course	L	T	P	C
						3	0	0	3

Pre-requisite Courses	Co-requisite Courses	Progressive Courses
Course Offering Department	College of Management	Data Book / Codes / Standards

Course Learning Rationale (CLR):	The purpose of learning this course is to:	Leaning			Program Outcomes (PO)											
CLR-1:	Understand the concept of Insurance products and services	1	2	3	1	2	3	4	5	6	7	8	9	10	11	12
CLR-2:	Gain knowledge on the different types of insurance available in the market.	Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)	Effective communication skills	Initiate critical thinking	Resources analysis for organisations	Familiarize organisations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Advance basic knowledge on the banking and financial markets operations	Develop managerial skills required to manage modern banking and financial industry	Impart Skills in the modern banking and financial services technology.
CLR-3:	Familiarize with fundamentals of general insurance and regulatory framework.															
CLR-4:	Become a more informed consumer of auto, homeowners', life, and health insurance															
CLR-5:	Understand fire insurance and miscellaneous insurance available in the market.															
CLR-6:	Learn and aware of current issues insurance industry															

Course Outcomes (CO):	At the end of this course, learners will be able to:	Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)	1	2	3	4	5	6	7	8	9	10	11	12
CO-1:	Learn the concept of insurance and regulatory framework in India	2	65	60		1		2							3	
CO-2:	Understand the different types of insurance products	2	70	70	3						1			2		
CO-3:	Know about general insurance framework in India	3	80	70		2				3					1	
CO-4:	Study the house insurance, vehicle insurance and marine insurance	4	75	70				3				1				2
CO-5:	Familiarize with gold insurance, event insurance, pet insurance	6	85	80		3			1		2					
CO-6:	Gain a wide knowledge in insurance industry	2	90	80		3	2	3	3	2				2	2	3

Duration (hour)	6	6	6	6	6	
S-1	SLO-1	Introduction about the Insurance products and services.	Introduction about life insurance	Introduction about general insurance	Introduction about fire insurance, marine insurance and motor insurance	Introduction about Miscellaneous Insurance
	SLO-2	Introduction about the Insurance products and services.	Life insurance meaning, purpose, need and uses	Evolution of general insurance in India	Introduction about fire insurance, marine insurance and motor insurance	Introduction about Miscellaneous Insurance
S-2	SLO-1	Types of insurance	Life insurance and its role in financial planning	Types of general insurance	Fire Insurance: Standard policies, Fire Insurance coverage	Burglary insurance, private dwellings and business premises. Household's and Shopkeepers 'package policies
	SLO-2	Types of life insurance and description	Human life value, assessing insurance requirement	Types of general insurance	Consequential loss (fire) Insurance policies, Declaration policies	Burglary insurance, private dwellings and business premises. Household's and Shopkeepers 'package policies

S-3	SLO-1	Types of general insurance and description	Stages in life and assess the insurance requirement	Top companies in the general insurance sector in India	Marine Insurance: Marine Cargo policies, Hull policies, Institute cargo clauses	Jewellery (Gold) insurance. Wedding (event) insurance.
	SLO-2	Types of general insurance and description	Basic health policy- scope and renewal	Top companies in the general insurance sector in India	Marine Insurance: Marine Cargo policies, Hull policies, Institute cargo clauses	Credit insurance. Pet insurance. Fidelity (crime) insurance
S-4	SLO-1	Principles of insurance	Family floater policy. Elderly and group health policies. Long term policy	Organization and Management of General Insurance Companies	Institute hull clauses, Open policies, Accumulation of risk per location	Contract of guarantee (surety ship) and guarantee insurance.
	SLO-2	Principles of insurance	Family floater policy. Elderly and group health policies. Long term policy	Organization and Management of General Insurance Companies	Institute hull clauses, Open policies, Accumulation of risk per location	Commercial Fidelity Policies. Court Bonds. Boiler and machinery insurance.
S-5	SLO-1	Benefits of taking insurance	Claim settlement- tackling inflated and fraudulent claims. Cost control by insurers- preventive health care.	Fundamentals of General Insurance –Recent innovations.	Motor Insurance: Types of policies, Third party Insurance, Comprehensive coverage , Conditions and Exclusions, premium	Industrial All Risks Insurance. Pollution Insurance.
	SLO-2	Globalization of Insurance Sector	Claim settlement- tackling inflated and fraudulent claims. Cost control by insurers- preventive health care.	Regulatory Framework for General Insurance in India.	Motor Insurance: Types of policies, Third party Insurance, Comprehensive coverage , Conditions and Exclusions, premium	Industrial All Risks Insurance. Pollution Insurance
S-6	SLO-1	Case Study	Case Discussion in claim settlement	Case Study	Case Discussion in Motor Insurance	Industry Expert Discussion
	SLO-2	Case Study	Case Discussion in claim settlement	Case Study	Case Discussion in Motor Insurance	Industry Expert Discussion

<b>Learning Resources</b>	1 Mohinder Singh Kamboj (2020) Principles of Life Insurance , First Edition, Pollykam Printers, New Delhi.	4. Kenneth Black, JR. & Harold D. Skipper, JR (2000). Life and Health Insurance, Thirteenth Ed., Pearson Education.
	2. Brian Ahearn (2021). Persuasive Selling for Relationship Driven Insurance Agents, Influence PEOPLE, LLC.	5. Insurance Institute of India (2012), Practice of Life Insurance(IC-02), III: Mumbai.
	3. Michelle Green, Michelle Green (2021). Understanding Health Insurance: A Guide to Billing and Reimbursement, Cengage Learning.	6. ICAI (2020), Principles and Practice of Life Insurance, The Institute of Chartered Accountants of India: New Delhi.

Learning Assessment											
	Bloom's Level of Thinking	Continuous Learning Assessment (50% weightage)								Final Examination (50% weightage)	
		CLA - 1 (20%)		CLA - 2 (10%)		CLA - 3 (10%)		CLA - 4 (10%)		Theory	Practice
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice		
Level 1	Remember	40		20		20		20		20	
Level 2	Understand	40		20		20		20		20	
Level 3	Apply	20		20		20		20		20	
Level 4	Analyze			20		20		20		20	
Level 5	Evaluate			10		10		10		10	
Level 6	Create			10		10		10		10	
	<b>Total</b>	100 %		100 %		100 %		100%		100 %	

CLA-1 – Mid Term

CLA-2- Quiz

CLA-3 - Assignment

CLA – 4 Innovative Assignment

CLA – 4 can be a case analysis ,/ case development / market study / video presentation./ seminars / board room discussions / event management etc

Course Designers		
Experts from Industry	Experts from Higher Technical Institutions	Internal Experts
Mr.Sai Chakradhar Mullapudi, AGM ,SBI,Hyderabad	Dr. N. Sivasankaran, Associate Professor, XLRI, Jamshedpur	Dr. T.Velmurugan
Mr. Pavan Kumar Gopiraju, RSM ,Axis Finance,Hyderabad	Dr. Upam Pushpak, Associate Professor-IIM Tiruchirapalli	Dr. Kavitha Shanmugam



Course Code	MBF22206T	Course Name	TAXES AND AUDITS	Course Category	Professional Core Course	L	T	P	C
						2	2	0	3

Pre-requisite Courses		Co-requisite Courses		Progressive Courses	
Course Offering Department	College of Management	Data Book / Codes / Standards			

Course Learning Rationale (CLR):	The purpose of learning this course is to:	Leaning			Program Outcomes (PO)											
		1	2	3	1	2	3	4	5	6	7	8	9	10	11	12
CLR-1:	Impart the knowledge of Taxation	Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)	Effective communication skills	Initiate critical thinking	Resources analysis for organisations	Familiarize organizations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Advance basic knowledge on the banking and financial markets operations	Develop managerial skills required to manage modern banking and financial industry	Impart Skills in the modern banking and financial services technology.
CLR-2:	Enable the students to learn various auditing practices.															
CLR-3:	get the knowledge of Audit Principles, Process and about Audit Report in accounting															
CLR-4:	understand the practical knowledge about taxation and auditing															
CLR-5:	understand the tax structure and computerized system of Auditing															

Course Outcomes (CO):	At the end of this course, learners will be able to:	Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)	1	2	3	4	5	6	7	8	9	10	11	12
CO-1:	To enable the students to identify the basic concepts, definitions and terms related to Income Tax.	2	65	60			3	3			2				3	
CO-2:	To enable the students to determine the residential status of an individual and scope of total income.	3	70	70		3			3						2	
CO-3:	To Students would compute income from salaries, house property, business/profession, capital gains and income from other sources.	4	80	70		3			3						2	
CO-4:	To Show understanding and be able to interpret different types of audit reports	3	75	70		3			3						3	
CO-5:	To understanding and explain the ethical standards of an auditor.	5	85	80		3			2							

Duration (hour)	6	6	6	6	6
S-1	SLO-1	Définition about Taxation	Computation of taxable Income	Computation of Total taxable Income	Introduction and principles of Auditing
	SLO-2	Importance of Taxation	1. Income from salary	Individual gross total Income	Definition of auditing
S-2	SLO-1	Assessment year	Fully Taxable allowances	Tax Exemption	Nature and Scope of auditing
	SLO-2	Previous year	Partly Taxable allowances	Qualifying amount U/s 80C	Objectives of Auditing
S-3	SLO-1	Agricultural Income	Fully Exempted allowances	Rebates	Advantages of auditing
	SLO-2	Non-agricultural income	2. perquisites	Reliefs	Various types of Audit
S-4	SLO-1	Residential status:	Profits and lieu of salary	Calculation of Total taxable Income	Types of errors and frauds
	SLO-2	Resident	II, Income from House property:	Exemption limits	Elimination frauds
					Audit of Computerized Systems

S-5	SLO-1	Ordinary Resident	Calculation taxable income from H.P	Introduction about GST	Audit report	Auditing an EDP
	SLO-2	Nonresident in India(NRI)	III .Income from Business and Profession:	Implementation of GST in India	Audit certificate	environment Problems in EDP
S-6	SLO-1	Balance sheet and Adjustments	IV. Capital Gain income and V. Income from other sources	Effect of Goods and Services Tax(GST)	Difference between Audit report and audit certificate	General EDP control Audit Techniques.
	SLO-2	Practical Problems	Discussions of case	Expert talk	Case study analyses	Expert talk

<b>Learning Resources</b>	<ol style="list-style-type: none"> <li>1. Singhania, Vinod K. and Monica Singhania. <i>Students' Guide to Income Tax, University Edition, Taxman Publications Pvt. Ltd., New Delhi</i></li> <li>2. Ahuja, Girish and Ravi Gupta. <i>Systematic Approach to Income Tax Bharat Law House, Delhi</i></li> <li>3. Ravinder Kumar and Virender Sharma, <i>Auditing Principles and Practice, PHI Learning.</i></li> </ol>
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Learning Assessment											
	Bloom's Level of Thinking	Continuous Learning Assessment (50% weightage)								Final Examination (50% weightage)	
		CLA - 1 (20%)		CLA - 2 (10%)		CLA - 3 (10%)		CLA - 4 (10%)		Theory	Practice
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice		
Level 1	Remember	40		20		20		20		20	
Level 2	Understand	30		20		20		20		20	
Level 3	Apply	30		20		20		20		20	
Level 4	Analyze			20		20		20		20	
Level 5	Evaluate			20		20		20		10	
Level 6	Create									10	
	<b>Total</b>	<b>100 %</b>		<b>100 %</b>		<b>100 %</b>		<b>100 %</b>		<b>100</b>	

CLA-1 – Mid Term

CLA-2- Quiz

CLA-3 - Assignment

CLA – 4 Innovative Assignment

CLA – 4 can be a case analysis ,/ case development / market study / video presentation./ seminars / board room discussions / event management etc

<b>Course Designers</b>		
Experts from Industry	Experts from Higher Technical Institutions	Internal Experts
Mr. Kanagarai, CIMA,C.A	Dr. Narasimhan, IIM, Bangalore	Dr.A.ARUL PRAKASH
Mr. Laxmanan C.A.,	Dr. Thenmozhi, IIT Madras	Dr. T.VELMURUGAN

Course Code	MBF22207T	Course Name	CUSTOMER EXPERIENCE MANAGEMENT	Course Category	Foundation course	L	T	P	C
						3	0	0	3

Pre-requisite Courses	Co-requisite Courses	Progressive Courses
Course Offering Department	MBA	Data Book / Codes/Standards

Course Learning Rationale (CLR):		The purpose of learning this course is to:		Learning			Program Learning Outcomes (PLO)											
CLR	Description	1	2	3	1	2	3	4	5	6	7	8	9	10	11	12		
CLR 1	To make the students understand the organizational need, benefits and process of creating long-term value for individual customers	Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)	Effective communication skills	Initiate critical thinking	Resources analysis for organisations	Familiarize organisations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Application of multidisciplinary knowledge comprising of finance, operations, system, marketing and human resources management to integrate business projects	Usage of business metrics to evaluate business projects to develop growth strategies	Authorize the students to innovate and execute the business idea during the challenging business situation		
CLR 2	To disseminate knowledge regarding the concept of e-CRM and e-CRM technologies.																	
CLR 3	To enable the students understand the technological and human issues relating to implementation of Customer Relationship Management in the organizations																	
CLR 4	Enhance business communication skills required to work effectively within a marketing team.																	
CLR 5	develop skills to analyses and synthesize information and issues, related to customer Relationship management, from several perspectives.																	

Course Learning Outcomes (CLO):		At the end of this course, learners will be able to:		1	2	3	4	5	6	7	8	9	10	11	12
CLO 1	Understand the basic concepts of Customer relationship management	1	50	60	1						2			3	
CLO-2	To understand marketing aspects of Customer relationship management.	2	70	75		2		2			2	3	3	3	
CLO 3	Learn basics of analytical Customer relationship management.	2	80	70		2	2	2	1			3	3		
CLO 4	Understand basics of operational Customer relationship management	3	60	50	1	2	2	2		2	1	2	2	3	2
CLO 5	plan and conduct an investigation on an aspect of CRM, and communicate findings in an appropriate format	3	70	80		1	2	2		2		2	2	2	
		3	90	80	1		2	2	2	2	2	2	3		

Duration (hour)	10	10	10	10	10	
S-1	SLO-1	Introduction to The Basics of Customer Expérience Management	Introduction to Designing Customer Experience	Introduction to Research for Experiential Segmentation and Targeting and Engaging Customers	Introduction to Theories and Models	Introduction to Measuring Experiential Value
	SLO-2	Introduction to The Basics of Customer Experience Management	Introduction to Designing Customer Experience	Introduction to Research for Experiential Segmentation and Targeting and Engaging Customers	Introduction to Theories and Models	Introduction to Measuring Experiential Value
S-2	SLO-1	Need - Importance in dynamic business environment & benefits	Types of customer experience	Research Methods & Techniques - To Understanding the Customer Emotions and Experience - Identifying the targeted customers	Experiential value curve - Experiential value propositions	Customer Loyalty Matrix
	SLO-2	Need - Importance in dynamic business environment &	Brand Experience, product, shopping, user, price, delivery,	Research Methods & Techniques - To Understanding the Customer	Experiential value curve - Experiential value propositions	Customer Loyalty Matrix

		benefits	consumption, disposal experiences	Emotions and Experience - Identifying the targeted customers		
S-3	SLO-1	Evolving from Marketing Concept, Customer Satisfaction	Brand Experience, product, shopping, user, price, delivery, consumption, disposal experiences	Dividing the Experiential deliverables into four layers - Tracking the experience touch points	Designing framework for offer - The experiential Design board	Generic Measurement Scale
	SLO-2	CRM to Customer Experience Management	Customer experience index	Dividing the Experiential deliverables into four layers - Tracking the experience touch points	Designing framework for offer - The experiential Design board	Customer Satisfaction Score (CSAT)
S-4	SLO-1	Customer experience management vs. customer relationship management	Customer experience as part of customer centricity.	Surveying the competitive landscape - Mapping the gaps - Benefits of customer engagement for innovation - Creation of journey maps	Mean-End chain model - Laddering Technique -Optimal Experience Theory	Net promoters Score (NPS)
	SLO-2	Customer satisfaction, ACSI model	Constructs of customer experience: cognitive, affectiv	Surveying the competitive landscape - Mapping the gaps - Benefits of customer engagement for innovation - Creation of journey maps	Mean-End chain model - Laddering Technique -Optimal Experience Theory	Seamless Experience Score (SES)
S-5	SLO-1	Customer loyalty, brand loyalty Application of CEM to solve business problems	Behavioral Building blocks of Customer Experience	Points of Pleasure, Pain and Truth - Moments of Truth - Identifying KPIs	Elaboration Likelihood model - Motivation conflict theory - Equity Theory	Customer Effort Score (CES)
	SLO-2	Customer loyalty, brand loyalty Application of CEM to solve business problems	Mc.Kinsey Approach; The ERDEM-TAVSAN customer experience Management Model.	Points of Pleasure, Pain and Truth - Moments of Truth - Identifying KPIs	Elaboration Likelihood model - Motivation conflict theory - Equity Theory	Contact Resolution Score (CES) - End-to End Experience Score (EEC).
S-6	SLO-1	5 step CEM framework.	Mc.Kinsey Approach; The ERDEM-TAVSAN customer experience Management Model	Omni-channel marketing. Multi-criteria experiential positions of segments.	Heider's Balance theory - Expectancy Theory - Prospect theory - Experience Life Cycle - Family Life Cycle	Industry Expert Talk
	SLO-2	5 step CEM framework.		- Potential value and accessibility - Four pillars of experiential segmentation - Experiential Audit	Heider's Balance theory - Expectancy Theory - Prospect theory - Experience Life Cycle - Family Life Cycle	Industry Expert Talk

<b>Learning Resources</b>	<ol style="list-style-type: none"> <li>1. Michael Pearce (2021) Customer Relationship Management - How to Develop and Execute a CRM Strategy, Business Expert Press.</li> <li>2. Alan Pennington (2016) The Customer Experience Book - How to Design, Measure and Improve Customer Experience in Your Business, Pearson Education Limited.</li> <li>3. Routledge Francis Buttle (2009). Customer Relationship Management - Concepts and Technologies, 2<sup>nd</sup> edition,</li> <li>4. Max Fatouretchi (2019). The Art of CRM - Proven Strategies for Modern Customer Relationship Management, , Packt Publishing</li> </ol>
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		Learning Assessment									
	Bloom's Level of Thinking	Continuous Learning Assessment (50% weightage)								Final Examination (50% weightage)	
		CLA - 1 (20%)		CLA - 2 (10%)		CLA - 3 (10%)		CLA - 4 (10%)		Theory	Practice
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice		
Level 1	Remember	40		20		20		20		20	
Level 2	Understand	40		20		20		20		20	
Level 3	Apply	20		20		20		20		20	
Level 4	Analyze			20		20		20		20	
Level 5	Evaluate			10		10		10		10	
Level 6	Create			10		10		10		10	
	<b>Total</b>	<b>100 %</b>		<b>100 %</b>		<b>100 %</b>		<b>100%</b>		<b>100 %</b>	

CLA-1 – Mid Term

CLA-2- Quiz

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CLA – 4 Innovative Assignment

CLA – 4 can be a case analysis ,/ case development / market study / video presentation./ seminars / board room discussions / event management etc

#### Course Designers

Experts from Industry	Experts from Higher Technical Institutions	Internal Experts
Mr. T.N. Sekhar, CA, CIMA	Dr. Narasimhan, IIM, Bangalore	Dr. T.Velmurugan
Dr. R. Maheswaran, ICWA, MBA, Ph.D	Dr. Sivasankaran, XLRI, Jamshedpur	Dr. P.Subhashree Natarajan

Course Code	MBF22208L	Course Name	PERSONAL EFFECTIVENESS AND LEADERSHIP	Course Category	PCC	Professional Core Course	L	T	P	C
							0	0	2	1

Pre-requisite Courses	Co-requisite Courses	Progressive Courses
Course Offering Department	College of Management	Data Book / Codes / Standards

Course Learning Rationale (CLR):		The purpose of learning this course is to:			Learning			Program Outcomes (PO)																
CLR-1 :	CLR-2 :	CLR-3 :	CLR-4 :	CLR-5 :	CLR-6 :	1	2	3	1	2	3	4	5	6	7	8	9	10	11	12				
Recognize and acknowledge strengths and areas for development	Manage stress levels and improve efficiency at work	Communicate more effectively	Be more assertive and confident with work colleagues	Persuasion and influence to achieve objectives	Develop personal action plan with achievable goals	Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)	Effective communication skills	Initiate critical thinking	Resources analysis for organizations	Familiarize organizations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Advance basic knowledge on the banking and financial markets operations. - PS01	Develop managerial skills required to manage modern banking and financial industry. -PS02	Impart Skills in the modern banking and financial services Technology. - PS03				
CO-1 :	To remember the Gaining Focus on the Self and Work	1	60	50																				
CO-2 :	To Apply Effective Communication Skills	3	70	60																				
CO-3 :	To Analyze the Concepts of Developing Assertiveness & Confidence	4	80	70																				
CO-4 :	To Create the Art of Persuading And Influencing	6	80	70																				
CO-5 :	To Evaluate and Handling Difficult Situations	5	90	80																				

Duration (hour)	2	2	2	2	2	
S-1	SLO-1	Introduction to organisations values and objectives, Supporting managers, teams objectives	What impact does communication have on others? - Verbal communication, personal image and body language	How behavior impacts on others , Defining and understanding assertive behavior and its value	Influencing others to achieve prompt response and deadlines	Dealing with and preventing conflict ,
	SLO-2	Working to own goals and objectives, Personal SWOT, Identifying personal strengths and Development areas	Identifying and overcoming the barriers to effective communication and relationship building	Putting assertiveness into practice	Voicing views, ideas and requests in a persuasive manner	Respecting the rights
S-2	SLO-1	Building on strengths and exploring personal potential	How to communicate not just inform	Saying no confidently without guilt	Gaining cooperation from others and minimizing conflict.	feelings and dignity of others
	SLO-2	Understanding and developing methods to cope with stress	Effective questioning and listening.	Developing level of confidence.	Case Studies	Communicating difficult or personal news.

<b>Learning Resources</b>	1. Johnson, D. (1997) Reaching Out: Interpersonal Effectiveness and Self-Actualization. (6E) London: Allyn and Bacon.	4. Covey, S (1993) Seven Habits of Highly Effective People. New York: Simon Schuster.
	2. Belbin, M. (1998) Team Roles at Work. London: Heinemann.	
	3. De Bono, E. (1995) Seriously Creative: London :Harper Collins	

Learning Assessment											
	Bloom's Level of Thinking	Continuous Learning Assessment (60% weightage)								Final Examination (40% weightage)	
		CLA - 1 (20%)		CLA - 2 (10%)		CLA - 3 (10%)		CLA - 4 (20%)		Theory	Practice
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice		
Level 1	Remember		40		20		20		20		20
Level 2	Understand		30		20		20		20		20
Level 3	Apply		30		20		20		20		20
Level 4	Analyze				20		20		20		20
Level 5	Evaluate				10		10		10		10
Level 6	Create				10		10		10		10
	<b>Total</b>		<b>100%</b>		<b>100%</b>		<b>100%</b>		<b>100%</b>		<b>100%</b>

CLA-1 – Mid Term

CLA-2- Quiz

CLA-3 - Assignment

CLA – 4 Innovative Assignment

CLA – 4 can be a case analysis / case development / market study / video presentation./ seminars / board room discussions / event management etc.

Course Designers		
Experts from Industry	Experts from Higher Technical Institutions	Internal Experts
Mr. Sasi Kumar –Managing Director- SALCOMP INDIA LTD	Dr. Reeves Wesley- Professor- VIT, Chennai	Dr. Sujatha. S, Associate Professor, CoM, SRMIST
Mr. Claudios –Managing Director -WOORY AUTO LTD	Dr. Upam Pushpak, IIM Tiruchirapalli	Dr. N. Santhosh Kumar, Associate Professor, CoM, SRMIST

Course Code	MBF22301T	Course Name	MARKETING OF FINANCIAL PRODUCTS	Course Category	PCC	Professional Core Course	L	T	P	C
							3	0	0	3

Pre-requisite Courses	Co-requisite Courses	Progressive Courses
Course Offering Department	College of Management	Data Book / Codes/Standards

Course Learning Rationale (CLR):	The purpose of learning this course is to:	Learning			Program Outcomes (PO)											
CLR-1:	To develop concepts in marketing of financial products in banking industry	1	2	3	1	2	3	4	5	6	7	8	9	10	11	12
CLR-2:	To develop strong concepts in marketing strategies for emerging technology and mature markets	Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)	Effective communication skills	Initiate critical thinking	Resources analysis for organizations	Familiarize organizations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Identifying, assessing and selecting digital market opportunities.	Investigate and evaluate issues in adapting to globalised markets that are constantly changing.	Analyse cross-cultural and ethical issues in globalised digital markets.
CLR-3:	To provide understanding of the advertising campaigns, media planning, budgeting, marketing mix decisions, scope and limitations of market research															
CLR-4:	To explain the scope of marketing management-analyzing opportunities, selecting target segments, developing the market mix, managing the marketing effort															
CLR-5:	To provide understanding about the internet as a strategic medium for marketing and sales efforts for a company															
CO-1:	Learn about the concepts of financial products in the banking industry															
CO-2:	Gaining knowledge on marketing of financial products in corporate level and business unit level	2	80	75		3		2		2			2			
CO-3:	Familiarize financial product management and branding of financial products	6	85	75	2		2				3					
CO-4:	Understand the small saving and retirement planning	4	75	70		2			3				2			
CO-5:	Acquire the knowledge in social media marketing, interactive marketing	2	80	75	3		3						2			

Course Outcomes (CO):	At the end of this course, learners will be able to:
CO-1:	Learn about the concepts of financial products in the banking industry
CO-2:	Gaining knowledge on marketing of financial products in corporate level and business unit level
CO-3:	Familiarize financial product management and branding of financial products
CO-4:	Understand the small saving and retirement planning
CO-5:	Acquire the knowledge in social media marketing, interactive marketing

Duration (hour)	6	6	6	6	6	
S-1	SLO-1	Introduction marketing of Financial Product	Introduction to Customer Focus In Marketing Financial Products	Introduction to Product Management In Banking Industry	Introduction to various financial products	Introduction to financial products advertising recent scenario
	SLO-2	Introduction marketing of Financial Product	Introduction to Customer Focus In Marketing Financial Products	Introduction to Product Management In Banking Industry	Introduction to various financial products	Introduction to financial products advertising recent scenario
S-2	SLO-1	Banking business environment	Factors Affecting Financial Services Buyer Behavior	Product management process	Small Savings and Retirement Planning	Advertising, Media Selection, The Role of Your Ad Agency
	SLO-2	BFSI sector – An Overview of the Banking Industry	Consumer Behavior: A Situational Approach	Difference between product management and project	Small Savings and Retirement Planning	Creating Effective Creative, Measuring Advertising Effectiveness.



				management		
S-3	SLO-1	Characteristics of Financial Products	Marketing at the Corporate Level	Create product management strategy	Identify the Target Audience Define the Objectives of Advertising Campaign	Sponsorship and Event Marketing - What Is the Value of Sponsorships?.
	SLO-2	Risk associated with financial products	Marketing at Business Unit/ SBU Level	Product management life cycle and the role of a product manager	Identify the Target Audience, Define the Objectives of Advertising Campaign	Cause Marketing, Activating a Sponsorship Program, Measuring the Effectiveness of Sponsorship
S-4	SLO-1	Marketing of financial products Macro Environment	Marketing at Functional/ Operating Level	Marketing of Financial Services: 4 Ps of the Marketing Mix	Marketing and PR Major Decisions in PR	Interactive Marketing - Social Media Marketing
	SLO-2	Marketing of financial products Macro Environment	Market Segmentation , Need for Segmentation	Marketing of Financial Services: 4 Ps of the Marketing Mix	Major Tools of PR Dealing with Unfavorable PR	Personal Selling - Trade Shows and Seminars - Relationship Marketing
S-5	SLO-1	Micro Environment	Segmentation Approaches Segmentation Bases	Branding in Banking products	Set the Advertising Budget Developing the Advertising Message	Designing the Sales Force-objectives and Strategy-Structure Size- Compensation
	SLO-2	Transformation in Marketing Practices.	Target Market Selection, Undifferentiated Marketing , Differentiated Marketing	Branding of financial services in time	Selecting the Right Media Evaluation of Advertising Effectiveness	
S-6	SLO-1	Marketing Environment Case Discussion	Organizational Positioning in Financial Markets	Case study discussion in product branding, marketing mx.	Purpose of Sales Promotion Importance of Sales Promotion	Expert Talk
	SLO-2	Marketing Environment Case Discussion		Case study discussion in product branding, marketing mx.	Decisions in Sales Promotion Consumer Sales Promotion Methods , Trade Sales Promotion Methods	Expert Talk

Learning Resources	1. Michael R. Czinkota, Masaaki Kotabe, Demetris Vrontis (2021). Marketing Management Past, Present, and Future, fourth edition, Springer Texts in Business and Economics .	4. Evelyn Ehrlich and Duke Fanelli,(2012). The Financial Services Marketing Handbook, Second Edition, , John Wiley & Sons, Inc., Hoboken, New Jersey. 5. Marketing of Financial Products ICAFI – ICMR Ref. No: MFP – 03 2K7 138 6. Marketing of Financial Services Gupta V.K. – Mohit Publications, New Delhi
	2. Philip Kotler, Kevin Lane Keller (2021). Marketing Management, Global Edition , Pearson Education Limited. 3. Amandeep Sahota, Jonquil Lowe, Lien Luu, Patrick Ring (2021). A Practical Guide to Financial Services, Knowledge, Opportunities and Inclusion, , Taylor & Francis.	

Learning Assessment											
	Bloom's Level of Thinking	Continuous Learning Assessment (50% weightage)								Final Examination (50% weightage)	
		CLA - 1 (20%)		CLA - 2 (10%)		CLA - 3 (10%)		CLA - 4 (10%)		Theory	Practice
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice		
Level 1	Remember	40		20		20		20		20	
Level 2	Understand	40		20		20		20		20	
Level 3	Apply	20		20		20		20		20	
Level 4	Analyze			20		20		20		20	
Level 5	Evaluate			10		10		10		10	
Level 6	Create			10		10		10		10	
	Total	100 %		100 %		100 %		100%		100 %	

CLA-1 – Mid Term

CLA-2- Quiz

CLA-3 - Assignment

CLA – 4 Innovative Assignment

CLA – 4 can be a case analysis ,/ case development / market study / video presentation./ seminars / board room discussions / event management, etc.

Course Designers		
Experts from Industry	Experts from Higher Technical Institutions	Internal Experts
Mr. Balaji Vasudevan, Digital Bank Expert & Go-to-Market Leader, IBM Consulting, Chennai	Dr. P. Saravanan, Professor of Finance, IIM Trichy	Dr. T.Velmurugan, Assistant Professor, College of Management.
Mr. Madhan Raj, CA, General Manager (Audit), Hyundai Motors India Ltd., Chennai	Dr. S. Visalakshmi, Assistant Professor, Department of Management, Central University of Tamilnadu, Thiruvarur	Dr. Subhashree Natarajan, Dean, College of Management

Course Code	MBF22302T	Course Name	FIXED INCOME SECURITIES	Course Category	Core Course	L	T	P	C
						2	2	0	3

Pre-requisite Courses	Co-requisite Courses	Progressive Courses
Course Offering Department	College of Management	Data Book / Codes / Standards

Course Learning Rationale (CLR):	The purpose of learning this course is to:	Leaning			Program Outcomes (PO)											
CLR-1:	Understand the concept of fixed income securities	1	2	3	1	2	3	4	5	6	7	8	9	10	11	12
CLR-2:	Gain knowledge on the different types of fixed income securities available and the risks associated with fixed income securities.	Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)	Effective communication skills	Initiate critical thinking	Resources analysis for organisations	Familiarize organisations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Advance basic knowledge on the banking and financial markets operations	Develop managerial skills required to manage modern banking and financial Industry	Impart Skills in the modern banking and financial services technology.
CLR-3:	Familiarize with Bloomberg and the method of using it															
CLR-4:	Demonstrate the process of Bond valuation using various tools and to interpret them															
CLR-5:	Understand both passive strategies and active strategies in Portfolio Management															
CLR-6:	Gain a wide knowledge on fixed income securities and its benefits															

Course Outcomes (CO):	At the end of this course, learners will be able to:	Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)	1	2	3	4	5	6	7	8	9	10	11	12
CO-1:	Learn the concept of fixed income securities	2	65	60		1		2							3	
CO-2:	Understand the different types of fixed income securities and its risks	2	70	70	3						1			2		
CO-3:	Know about Bloomberg and the method of using it	3	80	70		2				3					1	
CO-4:	Analyze the bonds using various tools	4	75	70				3				1				2
CO-5:	Create an optimal portfolio of investments	6	85	80		3			1		2					
CO-6:	Gain a wide knowledge on fixed income securities	2	90	80		3	2	3	3	2				2	2	3

Duration (hour)	6	6	6	6	6	
S-1	SLO-1	Introduction to Fixed Income Securities	Introduction to Market Participants	Introduction to Bloomberg	Introduction to Corporate Bond Valuation	Introduction to Portfolio Management
	SLO-2	The Bond Market Ecosystem	Introduction to Market Participants	Introduction to Bloomberg	Introduction to Corporate Bond Valuation	Passive Strategies & Active Strategies
S-2	SLO-1	Role, Importance and Evolution of Debt arket	Investors & Intermediaries	Understanding Market Quotes & Conventions	Yield Spread Analysis	Asset Liability Management applications in Banks
	SLO-2	Role, Importance and Evolution of Debt arket	Debt Instruments, Government Debt Management	Understanding Market Quotes & Conventions	Implications for Rating & Migration	Asset Liability Management applications in Banks
S-3	SLO-1	Indian Fixed Income Security	Types of Fixed Income Securities based on Issuer	Understanding Pricing Structures	Investment Grade and Low Rated Bonds	Interest Rate Derivatives
	SLO-2	Indian Fixed Income Security	Types of Fixed Income Securities	Understanding Global & Indian	Valuation of Callable Bonds and	Interest Rate Derivatives

Duration (hour)	6	6	6	6	6	
		based on Maturity	Markets	Convertibles		
S-4	SLO-1	Market Regulators	Types of Fixed Income Securities based on Currencies & Coupons	Risk Identification in Bonds	Analysis of Mortgage-backed Securities	Analysis of Debt Funds
	SLO-2	Role in the Economic Development	Types of Fixed Income Securities based on Embedded Options & Security	Risk Identification in Bonds	Analysis of Collateralized Mortgage	Analysis of Income Funds & Gilt Funds
S-5	SLO-1	Market Dynamics	Risks associated with fixed income securities	Portfolio Immunization	Collateralized Mortgage	Credit Derivatives
	SLO-2	Market Dynamics	Risks associated with fixed income securities	Convexity	Valuation of other Bonds	Credit Derivatives
S-6	SLO-1	Case Study	Risk Mitigation Tools	Case Study	Problems	Case Study
	SLO-2	Case Study	Risk Mitigation Tools	Case Study	Problems	Case Study

<b>Learning Resources</b>	1. Fabozzi, F. J, Mann, S.V. & Fabozzi, F. (2021). <i>The Handbook of Fixed Income Securities</i> (9 <sup>nd</sup> Edition). McGraw Hill.	3. Dun & Bradstreet. (2008). <i>Fixed Income Securities</i> . McGraw Hill.
	2. Parameswaran, S.K. (2019). <i>Fixed Income Securities: Concepts and Applications</i> . De Gruyter.	4. Veronesi, P. (2011). <i>Fixed Income Securities: Valuation, Risk and Risk Management</i> . Wiley. 5. Tuckman, B & Serrat, A. (2011). <i>Fixed Income Securities: Tools for Today's Markets 626</i> (3 <sup>rd</sup> Edition). Wiley Finance.

Learning Assessment											
	Bloom's Level of Thinking	Continuous Learning Assessment (50% weightage)								Final Examination (50% weightage)	
		CLA - 1 (20%)		CLA - 2 (10%)		CLA - 3 (10%)		CLA - 4 (10%)		Theory	Practice
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice		
Level 1	Remember	40		20		20		20		20	
Level 2	Understand	40		20		20		20		20	
Level 3	Apply	20		20		20		20		20	
Level 4	Analyze			20		20		20		20	
Level 5	Evaluate			10		10		10		10	
Level 6	Create			10		10		10		10	
	<b>Total</b>	100 %		100 %		100 %		100%		100 %	

CLA-1 – Mid Term

CLA-2- Quiz

CLA-3 - Assignment

CLA – 4 Innovative Assignment

CLA – 4 can be a case analysis ,/ case development / market study / video presentation./ seminars / board room discussions / event management etc

#### Course Designers

Experts from Industry	Experts from Higher Technical Institutions	Internal Experts
1. Mr. M. Ravishankar, Regional Head – Commercial Cards, ICICI Bank	Dr. N. Sivasankaran, Associate Professor, XLRI, Jamshedpur	Dr. K. T. Vijay Karthigeyan
2. Mr. R. Karthikeya, AVP, SBI Wealth Management	Dr. Upam Pushpak, Associate Professor-IIM Tiruchirapalli	Dr. Kavitha Shanmugam

Course Code	MBF22303T	Course Name	BUSINESS VALUATION	Course Category	Core Course	L	T	P	C
						2	2	0	3

Pre-requisite Courses	Co-requisite Courses	Progressive Courses
Course Offering Department	College of Management	Data Book / Codes / Standards

Course Learning Rationale (CLR):	The purpose of learning this course is to:	Leaning			Program Outcomes (PO)														
CLR-1:	Understand the basic concepts and principles on business valuation	1	2	3	1	2	3	4	5	6	7	8	9	10	11	12			
CLR-2:	Learn the different valuation models to value the business.	Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)	Effective communication skills	Initiate critical thinking	Resources analysis for organisations	Familiarize organisations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Advance basic knowledge on the banking and financial markets operations	Develop managerial skills required to manage modern banking and financial Industry	Impart Skills in the modern banking and financial services technology.			
CLR-3:	Know the methods of estimating the cash flows and to value tangible and intangible assets.				2	65	60	1		2							3		
CLR-4:	Method of valuing the firm during mergers and acquisitions				3	70	70	3					1			2			
CLR-5:	Understand the method of valuing Human resources, liabilities and seasonal and non-seasonal business.				4	80	70	2				3					1		
CLR-6:	Gain knowledge on how to value any company, understand the different factors that drive the value, and understand how to maximize it				4	75	70			3				1					2
CO-5:	Understand the method of valuing Human resources, liabilities and seasonal and non-seasonal business				2	85	80	3			1		2						
CO-6:	Value any company, understand the different factors that drive the value, and understand how to maximize it	5	90	80	3	2	3	3	2				2	2		3			

Duration (hour)	6	6	6	6	6	
S-1	SLO-1	Introduction to Valuation	Methods of Valuation	Understanding the basics of FCF, CCF.FCFE and APV valuation methods with zero growth	Business Valuation in Mergers and Acquisitions	Valuation as a Business Strategy
	SLO-2	Introduction to Valuation	Methods of Valuation	Understanding the basics of FCF, CCF.FCFE and APV valuation methods with zero growth	Business Valuation in Mergers and Acquisitions	Valuation as a Business Strategy
S-2	SLO-1	Need to Valuation	Overview of Different Valuation Methods	Understanding the basics of FCF, CCF.FCFE and APV valuation methods in the presence of growth	Net physical assets method	Valuation of human resources and branch
	SLO-2	Need for Valuation	Overview of Different Valuation	Understanding the basics of FCF,	Net physical assets method	Valuation of human resources and

Duration (hour)	6		6		6		6		6	
			Methods	CCF.FCFE and APV valuation methods in the presence of growth						branch
S-3	SLO-1	Basic concepts regarding Valuation	Discounted Cash flow Valuation	Valuation in the presence of dividend distribution tax	Yield method					Valuation of liabilities
	SLO-2	Basic concepts regarding Valuation	Problems	Problems	Yield method					Valuation of liabilities
S-4	SLO-1	Principles of Valuation	Relative Valuation	Asset Valuation	Value vs Growth dilemma					Valuation of seasonal businesses
	SLO-2	Principles of Valuation	Problems	Valuation of tangible and intangible asset	Value vs Growth dilemma					Valuation of seasonal businesses
S-5	SLO-1	Importance of Valuation	Contingent claim Valuation	Valuation of intellectual property rights	Estimating discount rate after merger					Valuation of seasonal cyclical businesses
	SLO-2	Importance of Valuation	Problems	Valuation of intellectual property rights	Estimating discount rate after merger					Valuation of seasonal cyclical businesses
S-6	SLO-1	Case Study	Basics of Dividend Discounting Model	Estimating Discount Rates: Practical issues faced while estimating the discount ratea	Adjustments made while computing the free cash flows					Case Study
	SLO-2	Case Study	Modigliani and Miller Theorem	Problems	Valuing synergy					Case Study

<b>Learning Resources</b>	1. Chatterjee, B. D. (2021). <i>An Illustrated Guide to Business Valuation</i> (3 <sup>rd</sup> Edition). Bloomsbury Professional India.	3. Fazzini, M. (2018). <i>Business Valuation: Theory and Practice</i> (1 <sup>st</sup> Edition). Palgrave Macmillan.
	2. Corporate Professionals. (2019). <i>Business Valuation in India</i> (2 <sup>nd</sup> Edition). Wolters Kluwer.	4. Damodaran, A. (2011). <i>The Little Book of Valuation: How to Value a Company, Pick a Stock and Profit (Little Books. Big Profits)</i> (1 <sup>st</sup> Edition). Wiley 5. Palepu, K. G. & Healy, P. M. (2015). <i>Business Analysis and Valuation: Using Financial Statements</i> (5 <sup>th</sup> Edition). Cengage Publications

Learning Assessment											
	Bloom's Level of Thinking	Continuous Learning Assessment (50% weightage)								Final Examination (50% weightage)	
		CLA - 1 (20%)		CLA - 2 (10%)		CLA - 3 (10%)		CLA - 4 (10%)		Theory	Practice
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice		
Level 1	Remember	40		20		20		20		20	
Level 2	Understand	30		20		20		20		20	
Level 3	Apply	30		20		20		20		20	
Level 4	Analyze			20		20		20		20	
Level 5	Evaluate			20		20		20		20	
Level 6	Create										
	<b>Total</b>	100 %		100 %		100 %		100 %		100	

CLA-1 – Mid Term

CLA-2- Quiz

CLA-3 - Assignment

CLA – 4 Innovative Assignment

CLA – 4 can be a case analysis ,/ case development / market study / video presentation./ seminars / board room discussions / event management etc

<b>Course Designers</b>		
<b>Experts from Industry</b>	<b>Experts from Higher Technical Institutions</b>	<b>Internal Experts</b>
1. Dr. R. Maheswaran, GM, KGISL	Dr. N. Sivasankaran, Associate Professor, XLRI, Jamshedpur	Dr. K. T. Vijay Karthigeyan
2. Dr. Sathya Kumar, Chartered Accountant	Dr. Upam Pushpak, Associate Professor-IIM Tiruchirapalli	Dr. Kavitha Shanmugam

Course Code	MBF22304T	Course Name	RETAIL BANKING	Course Category	Optional Elective Course	L	T	P	C
						3	0	0	3

Pre-requisite Courses	Nil	Co-requisite Courses		Progressive Courses	
Course Offering Department	MBA- BFS		Data Book / Codes/Standards		

Course Learning Rationale (CLR):		The purpose of learning this course is to:			Learning			Program Learning Outcomes (PLO)																										
CLR-1 :	CLR-2 :	CLR-3 :	CLR-4 :	CLR-5 :	1	2	3	1	2	3	4	5	6	7	8	9	10	11	12															
Course well versed with the subject definition, function and processes. It will be able to understand what are the basic functions of Retail Banking	It helps to learn how to analyze a retail customer and their relationship in the banking industry. Learn about various banking services and how these relate to retail banking.	The diverse and changing role of banks, their responsibility towards clients, shareholders, other key stakeholders and regulators, and how this drives stakeholder priorities and bank strategy, as well as a bank's values and expected behaviors	The impact of a bank's business model, external environment and business and financial strategy on the performance and financial strength of the bank, as measured by external stakeholders. Understand the different retail banking products and how these differ from traditional banking products. What sets this apart from banking that has been used for years?	This module will teach you about various banking operations which will be beneficial to students in the retail banking sector.	Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)	Effective communication skills	Initiate critical thinking	Resources analysis for organizations	Familiarize organizations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Identifying, assessing and selecting digital market opportunities.	Identifying, assessing and selecting digital market opportunities.	Identifying, assessing and selecting digital market opportunities.															
On completion of this course the students should be in a position to exhibit the following learning skills:																																		
<b>CLO-1</b>	To understand and identify opportunities in Retail Banking. To understand the Liabilities and Assets Products. To identify the current trend and changes in Retail banking Business.																			1	80	70	3				3			3				
<b>CLO-2</b>	To understand different types of loan products offered by banks																			2	80	75		3		2		2			2			
<b>CLO-3</b>	To discuss the strategies generally followed by banks in delivery channels. To discuss the role and functions of CRM in Retail																			6	85	75	2		2				3					
<b>CLO-4</b>	To discuss the trends in retailing and reverse mortgage.																			4	75	70		2			3				2			
<b>CLO-5</b>	To discuss the functions of recovery of Retail loans				2	80	75	3		3						2																		

Duration (hour) / Unit	6/1	6/2	6/3	6/4	6/5	
S-1	SLO-1	Concept of Retail Banking	Important Retail asset products	Retail Strategies	Trends in Retailing	Recovery of Retail Loans
	SLO-2	Definition	Home loans, Auto/vehicle loans,	Tie-up with institutions for retail loans	New products like insurance, Demat services	Definition and Defaults



S-2	SLO-1	Corporate/Wholesale Banking	Personal, Educational loans	Delivery Channels, Branch,	online/phone banking	Rescheduling
	SLO-2	Distinction between Retail and Corporate/Wholesale Banking	Purpose, Amounts, Margin, Security	Extension counters - ATMs – POS	property services	Recovery process
S-3	SLO-1	Retail Products Overview	Disbursement, Moratorium and Prepayment issues	Internet Banking	investment advisory	SARAFESI Act
	SLO-2	Nature and Functions	Repayments/Collection	M-Banking	wealth management	use of Lok Adalat forum
S-4	SLO-1	Customer requirements	Plastic money, Eligibility	Selling process in retail products	Reverse Mortgage	Challenge of Lok Adalat forum
	SLO-2	Products development process	Process of using the cards,	Customer Relationship Management	Growth of e-banking	Recovery Agents
S-5	SLO-1	Functions	Billing Cycle, Reward Points	Role of customer relationship management	Cross selling opportunities	Role of recovery agents
	SLO-2	Liabilities	redemption of reward points	Impact of customer relationship management	Challenge of cross selling	RBI guidelines
S-6	SLO-1	Assets Products	Remittances	stages in CRM process	Expert talk	Expert talk
	SLO-2	Approval process for retail loans.	Recent technology in Funds Transfers.	Technology for retail banking	Expert talk	Expert talk

Learning Resources	1. Agarwal, O.P (2018), Fundamentals of Retail Banking, Himalaya Publishing House, umbai.	5. Guruswamy,S (2001) , Banking in the New Millennium, Kanishka Publishers.
	2. Keith Pond (2020). Retail Banking,. Gosbrook Professional Publishing	6. Indian Institute of Banking and Finance, Retail Banking, Mumbai study materials.
	3. CAIIB (2021). Retail banking material	7. Dr. Suresh Chandra Bihari HPH (2019). Retail Banking Challenges and Latest Trends in India
	4. Hugh Croxford Frank Abramson Alex Jablonowski (2005) The Art of Better Retail Banking, wiley & sons.	

Learning Assessment											
	Bloom's Level of Thinking	Continuous Learning Assessment (50% weightage)								Final Examination (50% weightage)	
		CLA – 1 (20%)		CLA – 2 (10%)		CLA – 3 (10%)		CLA – 4 (10%)		Theory	Practice
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice		
Level 1	Remember	40		20		20		20		20	
Level 2	Understand	40		20		20		20		20	
Level 3	Apply	20		20		20		20		20	
Level 4	Analyze			20		20		20		20	
Level 5	Evaluate			10		10		10		10	
Level 6	Create			10		10		10		10	
	Total	100 %		100 %		100 %		100%		100 %	

CLA-1 – Mid Term

CLA-2- Quiz

CLA-3 - Assignment

CLA – 4 Innovative Assignment

CLA – 4 can be a case analysis / case development / market study / video presentation. / seminars / board room discussions / event management, etc.

<b>Course Designers</b>		
<b>Experts from Industry</b>	<b>Experts from Higher Technical Institutions</b>	<b>Internal Experts</b>
Ms.S.A.Kohinoor, Director-Product, Codemantra, Chennai, India	Dr. N.ThamaraiSelvan, Professor, Department of Management Studies, National Institute of Technology, Trichirappalli, Tamilnadu, India	Dr.T.Ramachandran, Professor COM SRMIST.
Mr.Pravin Manohar, Chief Manager, SBI, Vellore, India	Dr.K. Maran, Director and Professor, Sri SaiRam Institute of Management Studies, Tambaram, Chennai, Tamilnadu, India	

<b>Course Code</b>	<b>MBF22305T</b>	<b>Course Name</b>	<b>MONETARY AND TREASURY MANAGEMENT</b>	<b>Course Category</b>	Core Course	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
						3	0	0	3

<b>Pre-requisite Courses</b>		<b>Co-requisite Courses</b>		<b>Progressive Courses</b>	
<b>Course Offering Department</b>	College of Management	<b>Data Book / Codes / Standards</b>			

<b>Course Learning Rationale (CLR):</b> The purpose of learning this course is to:		<b>Leaning</b>			<b>Program Outcomes (PO)</b>												
<b>CLR-1:</b>	Give understanding to students on the strategies adopted in treasury management and process of relationship management	1	2	3	1	2	3	4	5	6	7	8	9	10	11	12	
<b>CLR-2:</b>	Provide knowledge on the practical applications of bank treasury management.	<i>Level of Thinking (Bloom)</i>	<i>Expected Proficiency (%)</i>	<i>Expected Attainment (%)</i>	Effective communication skills	Initiate critical thinking	Resources analysis for organisations	Familiarize organisations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Identifying, assessing and selecting digital market opportunities	Identifying, assessing and selecting digital market opportunities	Identifying, assessing and selecting digital market opportunities.	
<b>CLR-3:</b>	Analyze the investment policies and interpret the treasury operations and control																
<b>CLR-4:</b>	To impart the principles of accounting and auditing to determine the integrity of the accounting system																
<b>CLR-5:</b>	Identify monitoring of funds to maintain liquidity, and for lowering the organization's financial and operational risks.																
<b>Course Outcomes (CO):</b> <i>At the end of this course, learners will be able to:</i>																	
<b>CO-1:</b>	Grasp the strategies adopted in treasury management and process of relationship management	3	50	48	3				3			3					
<b>CO-2:</b>	Gain knowledge on the practical applications of bank treasury management.	5	60	50		3		2		2			2				
<b>CO-3:</b>	Elucidate the investment policies and interpret the treasury operations and control	6	55	40	2		2				3						
<b>CO-4:</b>	Apply the principles of accounting and auditing to determine the integrity of the accounting system	4	65	60		2			3				2				
<b>CO-5:</b>	Monitor funds to maintain liquidity, and for lowering the organization's financial and operational risks.	2	70	55	3		3						2				

Duration (hour)		6	6	6	6	6
S-1	SLO-1	Overview of treasury management in corporates	Bank treasury management - overview	Treasury Operations and control - Overview	Regulations, Accounting and Auditing - Overview	Treasury risk management - overview
	SLO-2	Role of corporate treasury position in corporate structure	Treasury structure Treasury Dealing Room and Treasury as Profit Centre	Treasury Systems Internal Control	Treasury Governing Policies Prudential Norms	Types of Risk Types of Risk faced by treasuries
S-2	SLO-1	structure of corporate treasury (centralized and decentralized )	Liquidity Rules	Role of information technology	RBI Master Circulars for Banks	Interest Rate risk
	SLO-2	Treasury Visions	Code of Conduct for Treasury dealers	Operational Risk	Terms of Reference for Investment Approval Committee (IAC)	Asset Liability Management
S-3	SLO-1	Strategies	Bank Balance Sheet	mitigate Operational Risk through treasury systems	Regulatory provisions affecting capital structure decisions	Types of Financial Risk – market risk, credit risk
	SLO-2	Execution	Bank Balance Sheet Risk Management	Prudential Norms	ALM & Hedge Accounting (IFRS 9)	Liquidity risk
S-4	SLO-1	Ethics in Treasury Management	<b>Asset and liability management</b>	Investment Policies	Relevant IFRS Provisions	Types of Non-Financial Risk
	SLO-2	Today's Strategic Corporate Treasurer	Liquidity Risk Management	investment process	Regulatory environment in FX market and Role of RBI	Operational risk
S-5	SLO-1	Relationship Management	Bank Capital Management	Ethics	List of master circulars of RBI & FEDAI and FIMMDA	Strategic risk
	SLO-2	All stakeholders in ecosystem such as investors, bond holders, rating agencies etc.	Interest rate management/NII and NIM	Accountability	Internet dealing and Risk Management	How to mitigate financial risks faced by treasuries
S-6	SLO-1	Building Treasury teams	Basel III Capital	New Developments	Comprehensive Derivative guide lines	How to mitigate non-financial risks faced by treasuries
	SLO-2	Developing Treasury Teams	Liquidity Rules	Video Assignments – on new developments	Expert Talk	Expert Talk
		Case study	Case study	Video Assignments – Bankers Interview on Monetary and treasury management	Expert Talk	Expert Talk

<b>Learning Resources</b>	<ol style="list-style-type: none"> <li>1. (2018). Treasury Management Indian Institute of Banking &amp; Finance</li> <li>2. (2017). Treasury, Investment and Risk Management Indian Institute of Banking and Finance</li> <li>3. Steven M. Bragg (2010). Treasury Management 1<sup>st</sup> wiley publisher edition.</li> <li>4. Karen.A.Horcher (2005). Essentials of managing treasury wiley publisher</li> <li>5. B.L.Mathur (2001). Monetary Management ,Discovery publishing.</li> </ol>
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Learning Assessment											
	Bloom's Level of Thinking	Continuous Learning Assessment (50% weightage)								Final Examination (50% weightage)	
		CLA - 1 (20%)		CLA - 2 (10%)		CLA - 3 (10%)		CLA - 4 (10%)		Theory	Practice
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice		
Level 1	Remember	40		20		20		20		20	
Level 2	Understand	30		20		20		20		20	
Level 3	Apply	30		20		20		20		20	
Level 4	Analyze			20		20		20		20	
Level 5	Evaluate			10		10		10		10	
Level 6	Create			10		10		10		10	
	<b>Total</b>	100%		100 %		100%		100 %		100%	

CLA-1 – Mid term

CLA-2- Quiz

CLA-3 - Assignment

CLA – 4 Innovative Assignment

CLA – 4 can be a case analysis ,/ case development / market study / video presentation./ seminars / board room discussions / event management etc

Course Designers		
Experts from Industry	Experts from Higher Technical Institutions	Internal Experts
1. Mr. K. Krishnakumar, Vice President, Cyber security Cell, Standard Chartered Bank, Chennai.	Dr. Madhur Gupta , Dean St.Xavier's college, Bangalore.	Dr. Vinitha.K , Assistant Professor, College of Management
2. Ms. Nidhi.M Manager, IDBI bank, Trivandrum, Kerala.	Dr. Jawahar Rani , Professor, St. Joseph engineering college, chennai	Dr. Subhashree Natarajan, Dean, College of Management

<b>Course Code</b>	<b>MBF22306T</b>	<b>Course Name</b>	<b>STRATEGIC THINKING FOR BANKERS</b>	<b>Course Category</b>	Professional Core Course	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
						3	0	0	3

<b>Pre-requisite Courses</b>	Strategic Management	<b>Co-requisite Courses</b>	NIL	<b>Progressive Courses</b>	NIL
<b>Course Offering Department</b>	College of Management	<b>Data Book / Codes / Standards</b>			NIL

<b>Course Learning Rationale (CLR):</b> The purpose of learning this course is to:		<b>Leaning</b>			<b>Program Outcomes (PO)</b>											
<b>CLR-1:</b>	The framework of strategy is set by presenting a very brief historical snapshot of strategy perspectives by means of ancient Greek, military influence and twentieth century corporate strategy and influence theories.	1	2	3	1	2	3	4	5	6	7	8	9	10	11	12
<b>CLR-2:</b>	A basic understanding of strategic thinking by means of learning using Sloan's models.	<i>Level of Thinking (Bloom)</i>	<i>Expected Proficiency (%)</i>	<i>Expected Attainment (%)</i>	Effective communication skills	Initiate critical thinking	Resources analysis for organisations	Familiarize organisations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Advance basic knowledge on the banking and financial markets operations	Develop managerial skills required to manage modern banking and financial Industry	Impart Skills in the modern banking and financial services technology.
<b>CLR-3:</b>	Examine the role of sense making and explore sense making from both the spatial and process perspectives.															
<b>CLR-4:</b>	Discuss the purpose and role of high-level and supportive-level strategic analysis in strategic sense making using Value proposition (VP) concept and framework and Opportunity-Response (O-R) analysis framework, and externally and internally focused supporting frameworks of strategic analysis															
<b>CLR-5:</b>	Achieving strategic positioning and competitive performance in banking using strategic thinking															
<b>Course Outcomes (CO):</b>	<i>At the end of this course, learners will be able to:</i>															
<b>CO-1:</b>	To have a good grasp on the historical emergence and influence of strategy	1	65	60			3	3			2				3	
<b>CO-2:</b>	To understand the basics of strategic thinking using Sloan's models.	2	70	70		3			3						2	
<b>CO-3:</b>	To examine the role of sense making in the greater context of the strategic thinking process	2	80	70		3			3						2	
<b>CO-4:</b>	To discuss the purpose and role of strategic analysis through high-level and supporting-level strategic sense making	3	75	70		3			3						3	
<b>CO-5:</b>	To achieve strategic positioning and competitive advantage in banking using strategic thinking	3	85	80		3			2							

Duration (hour)		6	6	6	6	6
S-1	SLO-1	Chronology of strategy: Ancient Greek concept of strategy	What is strategic thinking? Cognitive Clusters for Strategic Thinking and Strategic Planning™	Introduction to sense making	Strategic analysis - High-level sense making	Strategic positioning and competitive performance in banking: A Stylized Process of Financial Intermediation
	SLO-2	Military influence on strategy	The Sloan Triad Model of Strategy™	Perspectives on sense making	Value proposition (VP) concept and framework	Static and Dynamic Efficiency Characteristics of Financial Systems
S-2	SLO-1	Twentieth-century corporate strategy	Informal and formal learning defined: Informal learning	Spatial perspective	Value proposition (VP) concept and framework	The Facts: Shifts in Intermediary Market Shares
	SLO-2	Strategy and the academy - Strategy and consultancies	Incidental and intentional learning	A process perspective	Opportunity–Response (O–R) Analysis Framework	Consequences
S-3	SLO-1	Shift in corporate strategy role	Refutation of Formal learning	Sense making in complex environments	Opportunity–Response (O–R) Analysis Framework	The CAP Model
	SLO-2	Contemporary competing views of strategy: Technical rational influence	Context and learning transfer as factors in the strategic thinking process	Sense making in complex environments	Supporting-level sense making: External and Internal Analysis Frameworks	Cell Characteristics and Competitive Dynamics
S-4	SLO-1	Emergent theory influence	Metaphor as a learning transfer mechanism	Insight information	Externally-Focused Supporting Frameworks of Strategic Analysis	Cell Characteristics and Competitive Dynamics
	SLO-2	Comparative discussion - Complexity theory	Three-stage model for learning strategic thinking: Preparation stage	Insight-driven strategic analysis	Externally-Focused Supporting Frameworks of Strategic Analysis	Sources of Competitive Advantage
S-5	SLO-1	Chaos theory	Experience stage	Insight-driven strategic analysis	Externally-Focused Supporting Frameworks of Strategic Analysis	Sources of Competitive Advantage
	SLO-2	Implications of the history of strategy	Reevaluation stage	Introduction to framework of strategic analysis	Internally-Focused Supporting Frameworks of Strategic Analysis	The Importance of Corporate Culture
S-6	SLO-1	Strategic planning and strategic thinking: two sides of the coin	Role of reflection in the three-stage informal learning process.	Introduction to framework of strategic analysis	Internally-Focused Supporting Frameworks of Strategic Analysis	Strategic Targeting
	SLO-2	Case study discussion	Case study discussion	Case study discussion	Case study discussion	Case study discussion

<b>Learning Resources</b>	<ol style="list-style-type: none"> <li>1. Julia Sloan (2020), Learning to Think Strategically, Fourth Edition, Routledge, Taylor &amp; Francis Group</li> <li>2. George Tovstiga (2013), Strategy in Practice: A Practitioner’s Guide to Strategic Thinking, Second Edition, A John Wiley and Sons Ltd. Publication</li> <li>3. Roy C. Smith &amp; Ingo Walter (2003), Global Banking, Second Edition, Oxford University Press, Inc., New York.</li> </ol>
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Learning Assessment											
	Bloom's Level of Thinking	Continuous Learning Assessment (50% weightage)								Final Examination (50% weightage)	
		CLA - 1 (20%)		CLA - 2 (10%)		CLA - 3 (10%)		CLA - 4 (10%)		Theory	Practice
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice		
Level 1	Remember	40		20		20		20		20	
Level 2	Understand	40		20		20		20		20	
Level 3	Apply	20		20		20		20		20	
Level 4	Analyze			20		20		20		20	
Level 5	Evaluate			10		10		10		10	
Level 6	Create			10		10		10		10	
	<b>Total</b>	100 %		100 %		100 %		100 %			

CLA-1 – Mid Term

CLA-2- Quiz

CLA-3 - Assignment

CLA – 4 Innovative Assignment

CLA – 4 can be a case analysis ,/ case development / market study / video presentation./ seminars / board room discussions / event management etc

Course Designers		
Experts from Industry	Experts from Higher Technical Institutions	Internal Experts
Mr. K. Krishna Kumar , Vice President, Standard Chartered Bank	Dr. Narasimhan, IIM, Bangalore	Dr. Maria Evelyn Jucunda. M
Dr. R. Maheswaran, ICWA, MBA, Ph.D	Dr. Thenmozhi, IIT Madras	Dr. Vinitha. K



Course Code	MBF22307T	Course Name	NPA MANAGEMENT	Course Category	PCC	Professional Core Course	L	T	P	C
							3	0	0	3

Pre-requisite Courses	Co-requisite Courses	Progressive Courses
Course Offering Department	College of Management	Data Book / Codes/Standards

Course Learning Rationale (CLR):		The purpose of learning this course is to:			Leaning			Program Outcomes (PO)														
CLR-1:	CLR-2:	CLR-3:	CLR-4:	CLR-5:	1	2	3	1	2	3	4	5	6	7	8	9	10	11	12			
Familiarize the students with the concept of Credit management in banks and have an idea of the various policies that exist within the same	Understand the Credit process and to capture the various methods of Credit Analysis	Obtain an understanding of the different types and forms of advances and how financing happens in small scale and large scale industries	Understand and incorporate the various regulatory measures and norms persisting with regard to NPA's	Critically evaluate the Assessment procedure of NPA's and the various risks involved in it	Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)	Effective communication skills	Initiate critical thinking	Resources analysis for organizations	Familiarize organizations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Analyse cross-cultural and ethical issues in globalised digital markets.	Identifying, assessing and selecting digital market opportunities.	Identifying, assessing and selecting digital market opportunities.			
								1	80	70	3				3		3					
								2	80	75		3		2		2			2			
								6	85	75	2		2				3					
								4	75	70		2			3				2			
					2	80	75	3		3						2						

Course Outcomes (CO):	At the end of this course, learners will be able to:
CO-1:	Idealize the concept of Credit management in banks and the policies associated with it
CO-2:	Have a clear insight on the credit process and will be able to Analyze, Interpret and Evaluate loans
CO-3:	Distinguish how financing happens in small scale and large scale industries and the various approaches seen regarding them
CO-4:	Adhere to the policies, rules, regulations and norms when dealing with NPA's
CO-5:	Assess NPA's in-depth and implement suitable measures if any risks/setbacks are involved to ensure smooth processing

Duration (hour)	6	6	6	6	6	
S-1	SLO-1	Introduction to Credit Management	Introduction of the credit process	Introduction of advances	Identification of NPA's	Introduction to Assessment procedure
	SLO-2	Explanation of Credit Management in Banks	How the credit process is implemented	Forms of advances – secured and unsecured - short term and long term	CC-OD term loan bills purchased	Explanation to Assessment procedure
S-2	SLO-1	How Screening of applications are done	Characteristics of different types of loans	Syndicated loan system	Assets classification	Pre-sanction appraisal and post-sanction appraisal
	SLO-2	Applications of credit	Evaluating commercial loan	Role of development banks in	Prudential norms	Monitoring systems for existing

		sanctions limit and Post sanction compliance	requests	industrial finance		and likely NPA's
S-3	SLO-1	Government Policies for credit extension	Financial statement analysis	Working Capital finance	Capital adequacy	Rehabilitation of sick NP units
	SLO-2	Government Policies for credit institutions	Cash flow analysis	Turnover method	International banking regulation	Recovery o NPA's
S-4	SLO-1	Principles of good lending	Fundamental credit issues and credit analysis	Cash Budget approach	BASEL II	Compromise and negotiated settlements
	SLO-2	Borrower study and bankers' opinion	Different types of borrower's balance sheet analysis for lending	MPBF	Asset classification provisioning	Securitization of debts
S-5	SLO-1	Credit policy by banks	Guest lecture	term finance , project financing	Guest lecture	Credit derivatives
	SLO-2	Government regulation of credit and prudential norms	Guest lecture	BIFR	Guest lecture	Credit portfolio management and concentrated risks
S-6	SLO-1	Case Study	Case Study	Case Study	Case Study	Case Study
	SLO-2	Case Study	Case Study	Case Study	Case Study	Case Study

<b>Learning Resources</b>	1. Dr. S Singh ad Dr Sampath Singh (2008): Financial Analysis for bank lending in liberalised economy. Himalaya Publishing	3. Banambar Sahoo (2002) : Bankers' Handbook on NPA Management. Asia Law House.
	2. D. Mukerjee (2014) : Credit Appraisal Risk Analysis and Decision Making, 8 <sup>th</sup> Edition, Snow White Publication Pvt Ltd.	

Learning Assessment											
	Bloom's Level of Thinking	Continuous Learning Assessment (50% weightage)								Final Examination (50% weightage)	
		CLA – 1 (20%)		CLA – 2 (10%)		CLA – 3 (10%)		CLA – 4 (10%)		Theory	Practice
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice		
Level 1	Remember	40		20		20		20		20	
Level 2	Understand	40		20		20		20		20	
Level 3	Apply	20		20		20		20		20	
Level 4	Analyze			20		20		20		20	
Level 5	Evaluate			10		10		10		10	
Level 6	Create			10		10		10		10	
	<b>Total</b>	100 %		100 %		100 %		100%		100 %	

CLA-1 – Mid Term

CLA-2- Quiz

CLA-3 - Assignment

CLA – 4 Innovative Assignment

CLA – 4 can be a case analysis ,/ case development / market study / video presentation./ seminars / board room discussions / event management etc

Course Designers		
Experts from Industry	Experts from Higher Technical Institutions	Internal Experts
Mr. Monish Rajesh, BNP Paribas	Dr. Sharon Sophia, VITBS Chennai	Dr. Maria Evelyn Jucunda. M
	Dr. Thenmozhi, IIT Madras	Dr. Vinitha. K

Course Code	MBF22308L	Course Name	EMOTIONAL INTELLIGENCE AND COURTESY MANAGEMENT	Course Category	Foundation Course	L	T	P	C
						0	0	2	1

Pre-requisite Courses		Co-requisite Courses		Progressive Courses	
Course Offering Department	MBA	Data Book / Codes/Standards			

Course Learning Rationale (CLR):		The purpose of learning this course is to:			Leaning			Program Outcomes (PO)											
CLR-1:	CLR-2:	CLR-3:	CLR-4:	CLR-5:	1	2	3	1	2	3	4	5	6	7	8	9	10	11	12
To explore basic knowledge about Emotional Intelligence in Banking and Finance professionals.	To gain knowledge on EI Theories and Models	To examine about EI Factors conceptualize framework	To understand the values of EI in Leadership decision making	To design the cope up strategic measures to EI related issues															
<b>Course Outcomes (CO):</b>					<i>Level of Thinking (Bloom)</i>	<i>Expected Proficiency (%)</i>	<i>Expected Attainment (%)</i>	Effective communication skills	Initiate critical thinking	Resources analysis for organisations	Familiarize organisations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Advance basic knowledge on the banking and financial markets operations	Develop managerial skills required to manage modern banking and financial Industry	Impart Skills in the modern banking and financial services technology.
CO-1:	Learn about basics of Emotional Intelligence				2	65	60			3	3			2				3	
CO-2:	Know the management concepts derived from EI related theories				3	70	70		3			3						2	
CO-3:	Gain insight on the phases of EI Methods				4	80	70		3			3						2	
CO-4:	Understand the practical approach in EI				3	75	70		3			3						3	
CO-5:	Develop the related strategic approach to handle EI in the organisation				5	85	80	3	3			2							

Duration (hour)	2	2	2	2	2	
S-1	SLO-1	Basic Concept of Emotion; Meaning of Emotional Intelligence; Framework of EI/Mixed Model: Self-awareness, Self regulation, Motivation, Empathy, Social skills & Ability EI Model which is practicing in the financial institutions.	The Emotional Intelligence: Theories and Evidence in Global context. Mayer-Salovey-Caruso Emotional Intelligence Test - MSCEIT Model: Recognizing, Using, Understanding, Managing.	Indicators of EI: Determinants and Interconnections. Building blocks of Emotional Intelligence: Ability Based Model, The Trait Model, Goleman Model	Improving Emotional Intelligence: Reactions & Behaviors. EI patterns in reactions & Behaviours.	Understanding of Trait Emotional Intelligence of Bankers. Identify the predictor of adaptive responses to positive and negative affect during Job performance of the employees of financial institutions.
	SLO-2	Emotional Intelligence Quotient. Difference between Intelligence & EI.	Harnessing and Developing EI: Emotions are Data with purpose, cause and effect. Emotions	The Competencies: Self awareness, Self-Management, Self Control, Transparency,	Understanding the connection between Emotions & Behaviours. Understanding and developing	The Assessment of Trait Emotional Intelligence: Psychometric characteristics

		Utility of Emotional Intelligence- performance at work, physical & mental health, relationships, success in the life of the banking personnel.	follow logical processes and Triggers, linked to the values.	Adaptability, Achievement, Initiative, Optimism.	Empathy: Immerse, Observe, Engage.	of the stake holders in the organisation.
S-2	SLO-1	Development of EI: Skills for developing EI. How an individual in taking ethical decisions?, how to apply emotional intelligence in administrative practices of Banking sectors?	Universal triggers to the basic emotions. Primary emotions, Secondary emotions and Moods.	EI & the Catalyst leader. EI in Relationship Management.	Impact of empathy on managerial decisions by referring with Investors plans and executions .	Parameters as Traut Indicators: Conceptualizing and Measuring Trait differences in Emotional Intelligence.
	SLO-2	Applications in Administration and Governance: Social Capital & Orgnised Society, EI vs. Traditional Bureaucracy, Weber's Model of Bureaucracy	How emotions can translate into personality traits by analyzing of current business scenario.	EI in manage conflicts & Building Bonds. Identify the necessary steps in it.	Strategies to improve EI: Self Management, Relationship management & Social Awareness.	The role of EI in the maintenance of Depression symptoms and loneliness among the employees in the Banking sectors. Relationship between Trait EI, Cognition and Emotional awareness.

<b>Learning Resources</b>	<p>1. IAS Mains Paper 4 Ethics Integrity &amp; Aptitude 2021 - Page 157, books.google.co.in &gt; books</p> <p>2. Gagari Chkrabarti, Tapas Chatterjea, (2018). Employees' Emotional Intelligence, Motivation &amp; Productivity, and Organisation Excellence, Macmilan publication.</p>	<p>3. (2017). Emotional Intelligence Workbook, The MSCEIT Self-Development Workbook.,</p> <p>4. Thomas Richards (2015). Emotional Intelligence, How to increase EQ, Interpersonal Skills, Communication Skills and achieve success, Google Book.</p> <p>5. Tanu Sharma, Anil Sehrawat (2017). Emotional Intelligence, Leadership and Conflict Management, LapLamber Academic Publications.</p>
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Learning Assessment											
	Bloom's Level of Thinking	Continuous Learning Assessment (60% weightage)								Final Examination (40% weightage)	
		CLA - 1 (20%)		CLA - 2 (10%)		CLA - 3 (10%)		CLA - 4 (20%)			
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice
Level 1	Remember		40		20		20		20		20
Level 2	Understand		30		20		20		20		20
Level 3	Apply		30		20		20		20		20
Level 4	Analyze				20		20		20		20
Level 5	Evaluate				10		10		10		10
Level 6	Create				10		10		10		10
	Total		100%		100%		100%		100%		100%

CLA-1 – *Mid Term* CLA-2- Quiz                      CLA-3 - Assignment                      CLA – 4 Innovative Assignment CLA – 4 can be a case analysis ,/ case development / market study / video presentation./ seminars / board room discussions / event management etc

<b>Course Designers</b>		
<b>Experts from Industry</b>	<b>Experts from Higher Technical Institutions</b>	<b>Internal Experts</b>
Mr. Kaliamuthu –HR Head – M/s. TVS PVT. LTD	Dr. A.Chandramohan – Professor & Head, Central University, Thiruvapur.	Dr.K.Santhalakshmi- Associate Professor
Mr. Manivadagam – Lead HR M/s.PRELUDESYS PVT. LTD	Dr. Krishnapriya -Associate Professor, Vels University, Chennai	Dr.T.Ramachandran - Professor

Course Code	<b>MBF22401L</b>	Course Name	<b>INDUSTRY IMMERSION (INTERNSHIP)</b>	Course Category	C	Core	L	T	P	C
							0	0	4	2

Pre requisite Courses	<i>Nil</i>	Co requisite Courses	<i>Nil</i>	Progressive Courses	<i>Nil</i>
Course Offering Department	College of Management	Data Book/ Codes/ Standards	<i>Nil</i>		

<b>Course Learning Rationale (CLR):</b>	The Purpose of learning this Course is to:
<b>CLR-1:</b>	To have knowledge transfer beyond classroom
<b>CLR-2:</b>	To learn the regular activities of a Bank or Financial Institutions
<b>CLR-3:</b>	To able to identify, analyse and solve problems in various departments in day to day activities
<b>CLR-4:</b>	To acquire knowledge on improving profitability of the concerned Financial Institutions.
<b>CLR-5:</b>	To make suggestions on improving services to customers
<b>CLR-6:</b>	To learn the latest technology used in Banks and Financial Institutions in real time basis.

<b>Course Learning Outcomes: (CLO):</b>	At the end of the Course, the learners will be able to:
<b>CLO-1</b>	Demonstrate critical and analytical thinking skills by evaluating and synthesizing information across all functional areas of a banking and financial services business in both local and global contexts.

Banking Internship is to be carried out for 6 weeks in a Bank Branch or a financial services company. Students should attend to different regular activities of a Bank like different deposit accounts, Credit facilities for Agricultural Loans, Educational Loans, working capital Trade credit etc., during this Internship. A report is to be prepared and a viva will be conducted to evaluate the Knowledge and skills learned by students during 6 weeks Internship. This Internship provides a platform for knowledge transmission beyond the class room. The project work is assigned for 2 credit hours to demonstrate student's ability to apply learned skills, push boundaries and propose and explore much needed solutions across all disciplines and cultures grooming them with the skills in the Banking and Financial Services Industry demands.

Assessment (100%) [100 marks]	Continuous Learning Assessment (50% weightage) [50 marks]	Final Examination (50% weightage)[50 marks]
Social relevance/converted research	10 marks	-
Review 1	10 marks	-
Review 2	10 marks	-
Review 3	10 marks	-
Innovation / Contribution	10 marks	-
<b>Total marks awarded by Internal examiner</b>	<b>50 marks</b>	-
Evaluation of Report and Viva by External experts	---	<b>50 marks</b>
<b>TOTAL</b>	<b>100 marks</b>	

Course Code	MBF22402L	Course Name	FINANCIAL MODELING USING SPREADSHEETS	Course Category	PCC	Professional Core Course	L	T	P	C
							0	2	4	3

Pre-requisite Courses		Co-requisite Courses		Progressive Courses	
Course Offering Department	College of Management	Data Book / Codes/Standards			

Course Learning Rationale (CLR):		The purpose of learning this course is to:			Learning			Program Outcomes (PO)														
CLR-1:	CLR-2:	CLR-3:	CLR-4:	CLR-5:	1	2	3	1	2	3	4	5	6	7	8	9	10	11	12			
To familiarize the students about the basics of excel for financial modeling	To equip the students with the knowledge to perform financial statement modeling and analysis	To perform corporate finance modeling and valuation using excel spreadsheets	To perform project finance modeling using excel spreadsheets	To analyzing the portfolio optimization and risk using excel spreadsheets	Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)	Effective communication skills	Initiate critical thinking	Resources analysis for organizations	Familiarize organizations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Identifying, assessing and selecting digital market opportunities.	Identifying, assessing and selecting digital market opportunities.	Identifying, assessing and selecting digital market opportunities.			
CO-1:	Learn about the basics of excel for financial modeling	1	80	70				3			3					3						
CO-2:	Gaining knowledge about financial statement modeling and analysis	2	80	75					3			2			2			2				
CO-3:	Gaining the ability to perform corporate finance modeling and valuation using excel spreadsheets	6	85	75						2						3						
CO-4:	Ability to perform project finance modeling using excel spreadsheets	4	75	70					2					3				2				
CO-5:	Analyze the portfolio optimization and risk using excel spreadsheets	2	80	75		3									2							

Duration (hour)	6	6	6	6	6	
S-1	SLO-1	Basic Excel for Financial Modeling - Formatting of Excel Sheets	Financial Statement Modeling and Analysis Financial Statement Modeling - Introduction to Financial Statement Analysis	Corporate Finance Modeling and Valuation Capital Budgeting in excel with Solver	Project Finance Modeling Risks - analysis and mitigation	Portfolio Optimization and Risk - Portfolio construction and revision
	SLO-2	Use of Excel Formula Function - IF, AND, SUM IF, SUM COUNT	Financial Reporting Mechanics	Introduction to Valuation	Financial model - inputs, sensitivity	The variance-covariance matrix
S-2	SLO-1	Advanced Modeling Techniques - Data Filter, Sort, Charts, and Graphs	Understanding Income Statement	Discounted Cash Flow method of valuation	Cost of capital - Construction, borrowing, and output	Creating an efficient frontier for asset allocation
	SLO-2	Summarizing data using Histograms	Balance Sheet	Multiples Method of valuation	Preparing projected financial statements	
S-3	SLO-1	Lookup Functions	Cash Flow Statement	Impact of capital structure on	Preparing projected cash flow	Risk optimization model; Calculation of

				key performance indicators and valuation	statement	beta using stock exchange data
	<b>SLO-2</b>	Vlookup Match & offset	Ratio analysis of industries		Evaluating a project's debt capacity and cash flow waterfall	Using Solver to find minimum variance portfolio and Optimal (market portfolio) in asset case
<b>S-4</b>	<b>SLO-1</b>	Pivot tables	Du Pont Analysis	Goal Seek command using Solver	Measuring expected rates of return	Develop a model based on two assets portfolio
	<b>SLO-2</b>	Time Value of Money models	Peer to peer analysis	Modeling Dashboard	Leverage analysis - Financial Breakeven point and Indifference Point	Payoff model for Plain Vanilla Options
<b>S-5</b>	<b>SLO-1</b>	Loan Amortisation model	Preparation of Financial Analysis report on an industry	Finalising the Company's valuation	EVA and MVA analysis	SML model
	<b>SLO-2</b>	EMI Model with two interests				
<b>S-6</b>	<b>SLO-1</b>	Financial Planning model	Bankruptcy Models		Expert Talk	Expert Talk
	<b>SLO-2</b>	Debenture Redemption model (two cash flows operate in opposite directions)	Altman Z Score	Valuation Models concerning Equity shares and Bond	Expert Talk	Expert Talk

<b>Learning Resources</b>	1. Mary Jackson, Mike Staunton (2007), Advanced Modelling using Excel and VBA John Wiley and Sons Limited	3. Chandan Senguptha (2008), Financial Modeling: Using excel and VBA", John Wiley and Sons Limited
	2. Gottlieb Isaac (2009), Next Generation Excel: Modeling in Excel for Analysts and MBAs, John Wiley and Sons Limited	4. Simon Benninga (2008), Financial Modeling, The MIT Press Cambridge, Massachusetts

Learning Assessment											
	Bloom's Level of Thinking	Continuous Learning Assessment (60% weightage)								Final Examination (40% weightage)	
		CLA - 1 (20%)		CLA - 2 (10%)		CLA - 3 (10%)		CLA - 4 (20%)		Theory	Practice
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice		
Level 1	Remember		40		20		20		20		20
Level 2	Understand		30		20		20		20		20
Level 3	Apply		30		20		20		20		20
Level 4	Analyze				20		20		20		20
Level 5	Evaluate				10		10		10		10
Level 6	Create				10		10		10		10
	<b>Total</b>		<b>100%</b>		<b>100%</b>		<b>100%</b>		<b>100%</b>		<b>100%</b>

CLA-1 - Mid Term

CLA-2- Quiz

CLA-3 - Assignment

CLA - 4 Innovative Assignment

CLA - 4 can be a case analysis / case development / market study / video presentation./ seminars / board room discussions / event management, etc.

Course Designers		
Experts from Industry	Experts from Higher Technical Institutions	Internal Experts
Mr. Balaji Vasudevan, Digital Bank Expert & Go-to-Market Leader, IBM Consulting, Chennai	Dr. P. Saravanan, Professor of Finance, IIM Trichy	Dr. Kavitha Shanmugam, Associate Professor, College of Management
Mr. Madhan Raj, CA, General Manager (Audit), Hyundai Motors India Ltd., Chennai	Dr. M.P. Pandikumar, Associate Professor & Area Chair - Finance, Loyola Institute of Business Administration (LIBA), Chennai	



Course Code	MBF22403T	Course Name	DIGITAL GOVERNANCE	Course Category	PCC	Professional Core Course	L	T	P	C
							2	0	0	2

Pre-requisite Courses	Co-requisite Courses	Progressive Courses
Course Offering Department	College of Management	Data Book / Codes/Standards

<b>Course Learning Rationale (CLR):</b> The purpose of learning this course is to:	
<b>CLR-1:</b>	To familiarize the students about the concepts of digital governance.
<b>CLR-2:</b>	To enable the students to comprehend and assess the impact of models of digital governance.
<b>CLR-3:</b>	To understand various theories influencing digital governance
<b>CLR-4:</b>	To understand the role and regulatory impact of digital signatures
<b>CLR-5:</b>	To equip the students with the knowledge about the process of digital governance system control mechanism.

Learning		
1	2	3
Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)
1	80	70
2	80	75
6	85	75
4	75	70
2	80	75

Program Outcomes (PO)											
1	2	3	4	5	6	7	8	9	10	11	12
Effective communication skills	Initiate critical thinking	Resources analysis for organizations	Familiarize organizations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Identifying, assessing and selecting digital market opportunities.	Identifying, assessing and selecting digital market opportunities.	Identifying, assessing and selecting digital market opportunities.
3				3			3				
	3		2		2			2			
2		2				3					
	2			3				2			
3		3						2			

<b>Course Outcomes (CO):</b>		At the end of this course, learners will be able to:
<b>CO-1:</b>	Learn about the influence of digital governance at national and international perspective.	
<b>CO-2:</b>	Learning about different models of digital governance for delivery of services effectively and efficiently.	
<b>CO-3:</b>	Understanding the theories for application of digital governance	
<b>CO-4:</b>	Understanding the factors influencing digital signature and its impact	
<b>CO-5:</b>	Gain knowledge about the impact of digital governance system security.	

Duration (hour)	6	6	6	6	6	
S-1	SLO-1	Introduction to Digital Governance	Models of Digital Governance - Broadcasting Model	Theories of Digital Governance - Innovation theory	Digital Signature - Concept	Digital Governance System security-Concept
	SLO-2	Definition of Digital Governance	Application	Application	Features	Issues & Challenges
S-2	SLO-1	Digital Government	Critical Flow Model	Institutional theory	Digital Signature Certificate	IT Act,2000
	SLO-2	Difference between Digital Government and Governance	Application	Application	Certifying Authorities: Roles and Responsibilities	

S-3	SLO-1	Life cycle of Digital Governance	Comparative Analysis Model	Principal Agent Theory	Duties	Digital Governance initiatives in India
	SLO-2	Application of Digital Governance	Application	Application	Attribution	
S-4	SLO-1	Scope and Objectives	E-Advocacy Model	Social Constructivism	Legal requirements	Role of ICT in Digital Governance
	SLO-2	Advantages and Challenges	Application	Application	Acknowledgement	
S-5	SLO-1	Global Digital Governance	Interactive Service Model	Property Rights Theory	Dispatch	Services of Digital Governance
	SLO-2		Application	Application	Penalties and Offences	
S-6	SLO-1	Expert Talk	Expert Talk	Expert Talk	Expert Talk	Expert Talk
	SLO-2	Expert Talk	Expert Talk	Expert Talk	Expert Talk	Expert Talk

<b>Learning Resources</b>	1.Michael.E.Milakovich,2021,DigitalGovernance:ApplyingAdvanced Technologies to Improve Public Service , Rutledge	3.C.S.R.Prabhu,2012,E-GOVERNANCE : CONCEPTS AND CASE STUDIES,PHI Learning Pvt. Ltd. 4.Sadagopan.S,2008,e-Governance Today, Icfai University Press. 5.R.P.Sinha,2006,E-governance in India: Initiatives and Issues, Concept Publishing Co
	2.D.N.Gupta,2008,E-Governance: A Comprehensive Framework, New Century Publications	

Learning Assessment											
	Bloom's Level of Thinking	Continuous Learning Assessment (50% weightage)								Final Examination (50% weightage)	
		CLA - 1 (20%)		CLA - 2 (10%)		CLA - 3 (10%)		CLA - 4 (10%)		Theory	Practice
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice		
Level 1	Remember	60		20		20		20		20	
Level 2	Understand	40		20		20		20		20	
Level 3	Apply			20		20		20		20	
Level 4	Analyze			20		20		20		20	
Level 5	Evaluate			10		10		10		10	
Level 6	Create			10		10		10		10	
	<b>Total</b>	<b>100 %</b>		<b>100 %</b>		<b>100 %</b>		<b>100 %</b>		<b>100 %</b>	

CLA-1 - Mid Term

CLA-2- Quiz

CLA-3 - Assignment

CLA - 4 Innovative Assignment

CLA - 4 can be a case analysis / case development / market study / video presentation./ seminars / board room discussions / event management, etc.

<b>Course Designers</b>		
Experts from Industry	Experts from Higher Technical Institutions	Internal Experts
Mr. Sai Chakradhar Mullapudi, AGM & Faculty, SBI Staff College.	Prof. Dr. Raja Sekhar Bellamkonda , School of Management Studies, University of Hyderabad	Dr.Kavitha Shanmugam,Associate Professor Dr. Sarvani Kocherlakota,Assistant Professor
Mr.Pavan	Prof. Dr. V. Krishna Mohan, Registrar, Andhra University	

Course Code	MBF22404L	Course Name	MAKING EFFECTIVE RESEARCH REPORTS AND PRESENTATION	Course Category	Foundation Course	L	T	P	C
						0	0	2	1

Pre-requisite Courses	Co-requisite Courses	Progressive Courses
Course Offering Department	MBA	Data Book / Codes/Standards

Course Learning Rationale (CLR):		The purpose of learning this course is to:	Learning		
CLR-1:	To explore basic knowledge about Research methods in Banking and Finance		1	2	3
CLR-2:	To gain knowledge on qualitative research methods		Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)
CLR-3:	To examine about Quantitative methods				
CLR-4:	To understand the method of designing research proposal				
CLR-5:	To design the research report writing and presentation				
Course Outcomes (CO):		At the end of this course, learners will be able to:	2	65	60
CO-1:	Learn about basics of Research methods		3	70	70
CO-2:	Know the management concepts derived from qualitative research methods		4	80	70
CO-3:	Gain insight on the phases of Quantitative methods		3	75	70
CO-4:	Understand the logic and method in designing research proposal		5	85	80
CO-5:	Develop the report writing and presentation		2	65	60

Program Outcomes (PO)											
1	2	3	4	5	6	7	8	9	10	11	12
Effective communication skills	Initiate critical thinking	Resources analysis for organisations	Familiarize organisations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Advance basic knowledge on the banking and financial markets operations	Develop managerial skills required to manage modern banking and financial industry	Impart Skills in the modern banking and financial services technology.
		3	3			2				3	
	3			3						2	
	3			3						2	
	3			3						3	
3	3			2							
		3	3			2				3	

Duration (hour)	2	2	2	2	2	
S-1	SLO-1	Background to Research in Banking and Finance	Qualitative Methods in Banking and Finance-primary and secondary sources	Quantitative Methods	Research Proposal-Purpose, nature and evaluation of Banking and Financial proposal-	Presentation and defense of proposals.
	SLO-2	Research process	The nature of Quantitative methods	The Nature of Quantitative Research	Content and format	Banking and Financial Report writing
S-2	SLO-1	Research Ethics	Types of qualitative research-Data collection methods	Types of data collection	Practical considerations-timelines, budgets	Practical considerations
	SLO-2	Literature Review-Steps in literature review development related to Banking and Finance.	Writing up qualitative research.	Data Entry and Screening	supervision management	Oral and Written Presentation

<b>Learning Resources</b>	1. Bob Ryan, Robert Scapens, Michael Theobald, Viv Beattie (2020). Research Methods and Methodology in Finance and Accounting , ,cengage,	4. Ranjit Kumar (2014): 'Research Methodology: A Step-by-Step Guide for Beginners', SAGE Publications Ltd; Fourth edition 5. J. David Creswell and John W. Creswell (2013): Research Design: Qualitative, Quantitative, and Mixed Methods Approaches, SAGE Publications Inc; Fourth edition 6. Churchill (2010), Lacobucci & Israel, Marketing Research-A South Asian Perspective 'Cengage Learning, India edition.
	2. Brown Suter Churchill (2015), Marketing Research, 8 <sup>th</sup> edition, Cengage Learning India Pvt ltd. 3. Kothari C. R (2019): 'Research Methodology: Methods and Techniques' (Fourth Revised Edition), New Age International Publishers.	

Learning Assessment											
	Bloom's Level of Thinking	Continuous Learning Assessment (60% weightage)								Final Examination (40% weightage)	
		CLA - 1 (20%)		CLA - 2 (10%)		CLA - 3 (15%)		CLA - 4 (20%)		Theory	Practice
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice		
Level 1	Remember		40		20		20		20		20
Level 2	Understand		30		20		20		20		20
Level 3	Apply		30		20		20		20		20
Level 4	Analyze				20		20		20		20
Level 5	Evaluate				10		10		10		10
Level 6	Create				10		10		10		10
	<b>Total</b>	<b>100%</b>		<b>100%</b>		<b>100%</b>		<b>100%</b>		<b>100%</b>	

CLA-1 - Mid Term

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CLA-3 - Assignment

CLA - 4 Innovative Assignment

CLA - 4 can be a case analysis ,/ case development / market study / video presentation./ seminars / board room discussions / event management etc

Course Designers		
Experts from Industry	Experts from Higher Technical Institutions	Internal Experts
Mr. Sasi Kumar -Managing Director- SALCOMP INDIA LTD	Dr. A.P.Muthulakshmi- Principal & Professor CMS, Coimbatore	Dr.P.S.Rajeswari- Associate Professor
Mr. Claudios -Managing Director -WOORY AUTO LTD	Dr. P.S.Srinivasan-Associate Professor, Bharathidasan University, Trichy	Dr.R.Krishnaraj-Professor

Course Code	MBF22405T	Course Name	CORPORATE BANKING	Course Category	PCC	Professional Core Course	L	T	P	C
							3	0	0	3

Pre-requisite Courses		Co-requisite Courses		Progressive Courses	
Course Offering Department	College of Management	Data Book / Codes/Standards			

Course Learning Rationale (CLR):		The purpose of learning this course is to:			Learning			Program Outcomes (PO)																										
CLR-1:	CLR-2:	CLR-3:	CLR-4:	CLR-5:	1	2	3	1	2	3	4	5	6	7	8	9	10	11	12															
Provide students an understanding about the significance of corporate banking and various services provided.	Render knowledge for students on working capital finance and corporate debt restructuring	Gain knowledge on Corporate Advisory Services and loan syndication.	Analysis on borrower's portfolio assessment and documentation and to get acquainted with different schemes of financing.	Identify market risk and risk management in Organizational structure.	Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)	Effective communication skills	Initiate critical thinking	Resources analysis for organizations	Familiarize organizations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Advance basic knowledge on the banking and financial markets operations	Develop managerial skills required to manage modern banking and financial Industry	Impart Skills in the modern banking and financial services technology.															
CO-1:	Learn about the significance of corporate banking and the various services provided	1	80	70																3			3			3								
CO-2:	Gain knowledge on working capital finance and corporate debt restructuring.	2	80	75																	3		2		2					2				
CO-3:	Attain familiarity with corporate services offered and the process of loan syndication	6	85	75																2					3									
CO-4:	Understand assessment of borrower's portfolio and documentation and get acquainted with different schemes of financing.	4	75	70																	2					3					2			
CO-5:	Identify market risk and the ways of management of risk in Organizational structure.	2	80	75			3									2																		

Duration (hour)	6	6	6	6	6	
S-1	SLO-1	Introduction to corporate banking	Corporate finance - Overview	Introduction to corporate advisory services	Borrower's Portfolio assessment - Overview	Risk Management - Introduction
	SLO-2	Meaning and importance of corporate banking	Working capital finance	Capital restructuring	Creation of loan file	Risk-Concept, Risk involved in Banks
S-2	SLO-1	various services provided- Cash Management	Fund based limits	Project advisory	CIBIL score	Risk Management Framework
	SLO-2	Debt Management	Non fund- based limits	Private equity	CIBIL Report	Organizational Structure & Risk Identification
S-3	SLO-1	Factoring	Import finance	Private equity in terms of stages	Employment status	Risk Measurement , Sensitivity

	<b>SLO-2</b>	Forfeiting	Export finance	Valuation of companies by private equity firms	Account Details, Payment history	Basis Point Value (BPV), Duration - Downside Potential
<b>S-4</b>	<b>SLO-1</b>	Trusteeship	Corporate Debt Restructuring	Management of portfolio companies by private equity firms	EMI to Income Ratio	Value at Risk, Risk Monitoring and Control
	<b>SLO-2</b>	Custodial services	Institutional deposits	Venture capital	KYC Norms	Risk Reporting, Market Risk identification
<b>S-5</b>	<b>SLO-1</b>	Business advisory	Importance of Institutional deposits	Loan Syndication	different schemes of financing	Measurement and management/ credit risk
	<b>SLO-2</b>	Offshore services	retail deposits	Syndicated loans agreement structure	Use of ratio analysis for checking financial health.	Credit risk - rating methodology.
<b>S-6</b>	<b>SLO-1</b>	Trade services	Importance of retail deposits	Video Assignments - Bankers Interview on corporate banking	Expert Talk	Expert Talk
	<b>SLO-2</b>	Forex Management.	Case Study	Case Study	Expert Talk	Expert Talk

<b>Learning Resources</b>	1. (2018) Corporate Banking Indian Institute of Banking and Finance Macmillan education.	3. Hillier, D., Ross, S., Westerfield, R. & Jaffe, J (2010), Corporate Finance, McGraw Hill.
	2. Berk, J. & Demarzo, P (2014) . Corporate Finance, Pearson 3rd edition.	

Learning Assessment											
	Bloom's Level of Thinking	Continuous Learning Assessment (50% weightage)								Final Examination (50% weightage)	
		CLA - 1 (20%)		CLA - 2 (10%)		CLA - 3 (10%)		CLA - 4 (10%)		Theory	Practice
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice		
Level 1	Remember	40		20		20		20		20	
Level 2	Understand	40		20		20		20		20	
Level 3	Apply	20		20		20		20		20	
Level 4	Analyze			20		20		20		20	
Level 5	Evaluate			10		10		10		10	
Level 6	Create			10		10		10		10	
	<b>Total</b>	100 %		100 %		100 %		100%		100 %	

CLA-1 - Mid Term

CLA-2- Quiz

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CLA - 4 Innovative Assignment

CLA - 4 can be a case analysis ,/ case development / market study / video presentation./ seminars / board room discussions / event management, etc.

Course Designers		
Experts from Industry	Experts from Higher Technical Institutions	Internal Experts
Mr. K.Srikant , Senior Vice President, Standard Chartered Bank, Chennai.	Dr. Bagwan Chowdhry, Professor of Finance, ISB, Hyderabad.	Dr. Vinitha.K , Assistant Professor, College of Management
Ms. Subha Anand, Manager, Yes Bank, Chennai.	Dr. Jawahar Rani, Professor, St. Joseph Engineering College, Chennai	Dr. Subhashree Natarajan, Dean, College of Management

Course Code	MBF22406T		FINANCIAL PLANNING AND WEALTH MANAGEMENT	Course Category	PCC	Professional Core Course	L	T	P	C
							3	0	0	3

Pre-requisite Courses		Co-requisite Courses		Progressive Courses	
Course Offering Department	College of Management	Data Book / Codes/Standards			

Course Learning Rationale (CLR):		The purpose of learning this course is to:			Learning			Program Outcomes (PO)											
CLR-1:	CLR-2:	CLR-3:	CLR-4:	CLR-5:	1	2	3	1	2	3	4	5	6	7	8	9	10	11	12
Familiarize with basic concepts of financial planning	Enable the students to develop the skills need to implement a successful financial plan.	Recognize the financial goals and achieve them	To equip the students with the principles of Management of Wealth as well as devising effective investment Strategy.	To inculcate the practical procedural aspects and build the competency level in managing the wealth.	Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)	Effective communication skills	Initiate critical thinking	Resources analysis for organizations	Familiarize organizations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Advance basic knowledge on the banking and financial markets operations	Develop managerial skills required to manage modern banking and financial Industry	Impart Skills in the modern banking and financial services technology.
CO-1:	Understand the basic financial concepts, investment analysis, personal finance, saving and wealth accumulation, financial planning, asset allocation and wealth management.	1	80	70	3							3			3				
CO-2:	Build the comprehensive financial planning including: cash management, taxation, insurance, retirement, investments, and estate planning.	2	80	75		3		2		2					2				
CO-3:	Explore the essentials of portfolio theory	6	85	75	2			2					3						
CO-4:	Develop skill sets to make sound financial decisions in diverse areas as compliance, taxation etc.	4	75	70		2			3						2				
CO-5:	Analyze the dynamics of the Wealth Management components.	2	80	75	3		3								2				

Duration (hour)	6	6	6	6	6
S-1	SLO-1 Introduction to Financial Planning - Concept and Importance	Financial Products - Financial Products for Savers	Savings and Investment Goal - Goal Achievement	Wealth Management - Meaning	Wealth Management Industry an Overview
	SLO-2 Steps in financial planning process	Checking Accounts, Savings Account	Investment Objectives	Comprehensive Wealth Management	Participants in wealth management industry
S-2	SLO-1 Basic Concepts in Financial Planning	Certificates of Deposit	Investment Return	Wealth Management Verticals	Role of wealth management consultants
	SLO-2 The time value of money	Money Market Mutual Funds, Money Market Deposit Accounts	Risk - Return Trade-Offs	Developing a Wealth Management Plan	Source of Wealth
S-3	SLO-1 Diversification - 'spreading	U.S. Treasury Bills	Risk/Return Position at Various	Time Value of Money - concept	Locate and interpret sources of

		risk'		Life Cycle Stages		information available to investors
	<b>SLO-2</b>	Investment Timing	Financial Products for Investors - Common Stock	Types of Goals	Feature of Time Value of Money	Wealth Management Industry Challenges
<b>S-4</b>	<b>SLO-1</b>	Analyzing the resources	Bonds, Preferred Stock	Liquidity	Importance Time Value of Money	Concept of Family Offices
	<b>SLO-2</b>	Elements of the Balance Sheet	Mutual Funds, Real Estate	Retirement Planning	Mode of Calculations of Time Value of Money	Four Core organizational models of the banks focusing on wealth management
<b>S-5</b>	<b>SLO-1</b>	The income and Expense Statement	Commodities, Metals	Savings option for post-retirement	Annuities	Legal and regulatory environment
	<b>SLO-2</b>	Budgeting for Skilled Money Management	Art and Collectibles	Tax Planning	Types of Annuity	Investment Conduct and Compliance
<b>S-6</b>	<b>SLO-1</b>	Case study	Case study	Case study	Case study	Expert Talk
	<b>SLO-2</b>	Case study	Case study	Case study	Case study	Expert Talk

<b>Learning Resources</b>	1. Gitman, Lawrence J / Joehnk, Michael D. Personal Financial Planning, SouthWestern College, Publishers	3. Stephen M. Horan, Thomas R. Robinson, Harold Evensky, The New Wealth Management.
	2. Ernst and Young's, Personal Financial Planning Guide, Wiley Publishers	

<b>Learning Assessment</b>											
	Bloom's Level of Thinking	Continuous Learning Assessment (50% weightage)								Final Examination (50% weightage)	
		CLA - 1 (20%)		CLA - 2 (10%)		CLA - 3 (10%)		CLA - 4 (10%)		Theory	Practice
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice		
Level 1	Remember	40		20		20		20		20	
Level 2	Understand	40		20		20		20		20	
Level 3	Apply	20		20		20		20		20	
Level 4	Analyze			20		20		20		20	
Level 5	Evaluate			10		10		10		10	
Level 6	Create			10		10		10		10	
	<b>Total</b>	100 %		100 %		100 %		100 %		100 %	

CLA-1 - Mid Term CLA-2- Quiz CLA-3 - Assignment CLA - 4 Innovative Assignment

CLA - 4 can be a case analysis / case development / market study / video presentation./ seminars / board room discussions / event management etc.

<b>Course Designers</b>		
Experts from Industry	Experts from Higher Technical Institutions	Internal Experts
Mr. T.N. Sekhar, CA, CIMA, RK Audit firm	Dr. Narasimhan, IIM, Bangalore	S. Revathy, Asst. Professor, College of Management
Mr. K. Krishna Kumar, Vice President, Standard Chartered Bank	Dr. Thenmozhi, IIT Madras	Dr. Velmurugan, Asst. Professors, College of Management



Course Code	MBF22407T	Course Name	GLOBAL FINANCE	Course Category	PCC	Professional Core Course	L	T	P	C
							2	2	0	3

Pre-requisite Courses	Co-requisite Courses	Progressive Courses
Course Offering Department	College of Management	Data Book / Codes/Standards

Course Learning Rationale (CLR):		Learning			Program Outcomes (PO)											
The purpose of learning this course is to:		1	2	3	1	2	3	4	5	6	7	8	9	10	11	12
CLR-1:	To know about the role and functions of International Monetary and Financial System	Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)	Effective communication skills	Initiate critical thinking	Resources analysis for organizations	Familiarize organizations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Advance basic knowledge on the banking and financial markets operations	Develop managerial skills required to manage modern banking and financial industry	Impart Skills in the modern banking and financial services technology.
CLR-2:	To understand the needs of the Balance of Payment and International Linkages															
CLR-3:	To understand the various steps involved in International Financial Markets and Instruments															
CLR-4:	To know about the mechanism of Foreign Exchange markets															
CLR-5:	To understand the various steps involved in Foreign Exchange Risk															
Course Outcomes (CO):		At the end of this course, learners will be able to:														
CO-1:	Know the functions of IMF	1	80	70	3											
CO-2:	Familiarize balance of payment and international linkage	2	80	75		3										
CO-3:	Gain the knowledge in international financial markets	6	85	75	2		2									
CO-4:	Understand the foreign exchange markets functions	4	75	70		2			3				2			
CO-5:	Gain the knowledge in foreign exchange risk management	2	80	75	3		3						2			

Duration (hour)	6	6	6	6	6	
S-1	SLO-1	Importance of International Finance	Balance of payments and its components	International capital markets	Determining Exchange Rates system	Foreign Exchange Risk
	SLO-2	Bretton woods conference	International flow of goods	International Capital Market Instruments	fixed and flexible exchange rate system	Transaction Exposure
S-2	Slo-1	International Monetary and Financial Order	International flow of services and capital	International money markets	exchange rate theories	Translation Exposure
	SLO-2	IMF and the World Bank	International flow of goods	International Money Market Instruments	participants in the foreign exchange markets	Economic Exposure
S-3	SLO-1	International Economic Cooperation	Current Account Deficits	GDRs, ADRs, IDRs	Exchange rate quotes	Management of exposures
	SLO-2	International Trade Organization	components of the current account	Euro bonds, Euro loans, Repos, CPs	Liberalized Exchange Rate Management System (LERMS)	internal techniques, netting, marketing, leading and lagging
S-4	SLO-1	International Monetary System	Causes of the current account	floating rate instruments, loan syndication and Euro deposits	Factors affecting exchange rates	pricing policy

	<b>SLO-2</b>	Multilateral Financial Institutions	Current Developments and International indebtedness	International Portfolio Investment	FEMA	Management of Risk in Foreign Exchange Markets
<b>S-5</b>	<b>SLO-1</b>	International Monetary Fund (IMF)	Innovations international finance	Problem of International Investment	Spot Rates, Forward Exchange rates and contracts	Forex derivatives
	<b>SLO-2</b>	International Bank for Reconstruction and Development (IBRD)	Economic Consequences of the War	Arbitrage opportunities	Foreign exchange and currency futures	Swaps and option
<b>S-6</b>	<b>SLO-1</b>	International investors and Foreign Investment Institutions	The Effect of War on Economic Growth	Role of financial intermediaries	Exchange rate arrangement in India	Futures and forward contracts.
	<b>SLO-2</b>	Discussion	Discussion	Discussion	Discussion	Discussion

<b>Learning Resources</b>	1. Apte, P.G (2011): International Financial Management, Tata McGraw Hill, New Delhi, 5 <sup>th</sup> edition .	4. Levi, Maurice D (2009) : International Finance, McGraw - Hill, International Edition. 2005 & Reprint. 5. Shaprio, Alan. C (2006): Multinational Financial Management, Prentice Hall, New Delhi. 8 <sup>th</sup> edition.
	2. Buckley, Adrian (2004) : Multinational Finance, Prentice Hall, New Delhi. 3. Eitman, D.K. and A.I Stenehill (2007) : Multinational Business Cash Finance, Addison Wesley, New York.	

Learning Assessment											
	Bloom's Level of Thinking	Continuous Learning Assessment (50% weightage)								Final Examination (50% weightage)	
		CLA - 1 (20%)		CLA - 2 (10%)		CLA - 3 (10%)		CLA - 4 (10%)		Theory	Practice
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice		
Level 1	Remember	40		20		20		20		20	
Level 2	Understand	30		20		20		20		20	
Level 3	Apply	30		20		20		20		20	
Level 4	Analyze			20		20		20		20	
Level 5	Evaluate			10		10		10		10	
Level 6	Create			10		10		10		10	
	<b>Total</b>	100 %		100 %		100 %		100 %		100	

CLA-1 - Mid Term      CLA-2- Quiz      CLA-3 - Assignment      CLA - 4 Innovative Assignment  
 CLA - 4 can be a case analysis ,/ case development / market study / video presentation./ seminars / board room discussions / event management etc

<b>Course Designers</b>		
Experts from Industry	Experts from Higher Technical Institutions	Internal Experts
Mr. T.N. Sekhar, CA, CIMA, RK Audit firm	Dr. Narasimhan, IIM, Bangalore	S. Revathy, Asst. Professor, College of Management
Mr. K. Krishna Kumar , Vice President, Standard Chartered Bank	Dr. Thenmozhi, IIT Madras	Dr. Velmurugan, Asst. Professors, College of Management

Course Code	MBF22408T	Course Name	CREDIT RISK AND RECOVERY MANAGEMENT	Course Category	Core	L	T	P	C
						3	0	0	3

Pre-requisite Courses		Co-requisite Courses		Progressive Courses	
Course Offering Department	MBA BFS	Data Book / Codes/Standards			

<b>Course Learning Rationale (CLR):</b>	The purpose of learning this course is to:
<b>CLR-1:</b>	Understand the concepts of Lending
<b>CLR-2:</b>	Acquire knowledge of Analysing the credit worthiness of borrowers and Credit Delivery system
<b>CLR-3:</b>	Gain insights on Credit monitoring and Credit Risk management
<b>CLR-4:</b>	Apprehend the Loan Recovery Process and NPA Recognition
<b>CLR-5:</b>	Understand the concepts of Credit monitoring system, Recovery methods, Debt restructuring system.

Learning		
1	2	3
Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)

Program Outcomes (PO)											
1	2	3	4	5	6	7	8	9	10	11	12
Effective communication skills	Initiate critical thinking	Resources analysis for organisations	Familiarize organisations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	PSO - 1 Advance basic knowledge on the banking and financial markets operations.	PSO - 2 Develop managerial skills required to manage modern banking and financial industry.	PSO - 3 Impart Skills in the modern banking and financial services technology
1		2		1				2	2		
	2	2	1	2	2	2			2	3	2
1		2		2	1			1			
	2	2	1				3		2	2	2
	3	2	2	1	2				2	3	3

<b>Course Outcomes (CO):</b>	At the end of this course, learners will be able to:			
CO-1:	Gain insights on the Concepts of Business Finance	3	65	55
CO-2:	Understand the Concepts of Credit Delivery and analysis of credit worthiness of borrowers	3	65	60
CO-3:	Acquire knowledge on Credit monitoring and Credit Risk management	5	75	65
CO-4:	Understand the Loan Recovery Process and NPA Recognition	3	70	60
CO-5:	Gain knowledge of Credit monitoring system, Recovery methods, Debt restructuring system	4	65	60

Duration (hour)	6	6	6	6	6
S-1	SLO-1 SLO-2	Introduction to lending-	Financial statement analysis and interpretation	Pre and Post sanction supervision-	Introduction to Recovery Recovery Policy
S-2	SLO-1 SLO-2	Types of Credit facilities - Fund based and Non fund based credit facilities	Credit rating Technical and economic feasibility studies	Control and monitoring of credit	Recovery process Issues with recovery
S-3	SLO-1 SLO-2	- Working Capital Concept	Rating Methodology - Objectives and benefits of rating	Basel Norms-Frame work for risk management	Asset classification -Income recognition & NPA recognition
S-4	SLO-1 SLO-2	Management Appraisal techniques for different constituents	credit scoring, Credit delivery system	RBI guidelines on risk management - Risk rating and risk pricing	Provisioning for assets
S-5	SLO-1	Lending arrangements-	Documentation	Credit risk - standardized & advanced	Prudential guidelines on Management of Wilful defaulters &

	SLO-2	Overview of lending norms		method, Credit Bureaus- Stress test and sensitivity analysis	restructuring of assets	Non-cooperative borrowers- Bankruptcy Code
S-6	SLO-1	Types of borrowers-due diligence	Consortium finance, Multiple banking, Syndication of loans, Infrastructure financing.	Internal Capital Adequacy Assessment Process (ICAAP).	Other Aspects-Partial write-off, unsecured exposure, interest not collect account & advances under collection account.	Corporate debt restructuring.
	SLO-2					

Learning Resources	<ol style="list-style-type: none"> <li>1. Indian Institute of Banking &amp; Finance (2018). Risk Management, Macmillan Publishers India Pvt. Ltd, 2nd Edition.</li> <li>2. Indian Institute of Banking &amp; Finance (2019). Advanced Bank Management, Macmillan Publishers India Pvt. Ltd, 2nd Edition.</li> <li>3. Indian Institute of Banking &amp; Finance (2017). Handbook on Debt Recovery, Taxmann Publishers India Pvt. Ltd, 2nd Edition</li> </ol>
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		Learning Assessment									
		Continuous Learning Assessment (50% weightage)								Final Examination (50% weightage)	
		CLA - 1 (20%)		CLA - 2 (10%)		CLA - 3 (10%)		CLA - 4 (10%)			
Bloom's Level of Thinking		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice
Level 1	Remember	40		20		20		20		20	
Level 2	Understand	30		20		20		20		20	
Level 3	Apply	30		20		20		20		20	
Level 4	Analyze			20		20		20		20	
Level 5	Evaluate			10		10		10		10	
Level 6	Create			10		10		10		10	
Total		100 %		100 %		100 %		100%		100 %	

CLA-1 -Mid Term

CLA-2- Quiz

CLA-3 -Assignment

CLA - 4 Innovative Assignment

CLA - 4 can be a case analysis, / case development / market study / video presentation./ seminars / board room discussions / event management etc

<b>Course Designers</b>		
<b>Experts from Industry</b>	<b>Experts from Higher Technical Institutions</b>	<b>Internal Experts</b>
Mr. Velan Silas, CA & CEO VV Associates	Dr.Alexander Pravin Durai St.Joseph College Trichy	Dr.S.Anitha
Mr. K. Krishna Kumar Associate Vice President SCB	Dr.Vasantha.S , Professor, Vels University	Dr. kavitha shanmugam

Course Code	MBF22409T	Course Name	FINANCIAL CRISIS MANAGEMENT - CASE BASED APPROACH	Course Category	Professional Core Course	L	T	P	C
						3	0	0	3

Pre-requisite Courses	NIL	Co-requisite Courses	NIL	Progressive Courses	NIL
Course Offering Department	College of Management	Data Book / Codes / Standards	NIL		

Course Learning Rationale (CLR):		Learning			Program Outcomes (PO)											
The purpose of learning this course is to:		1	2	3	1	2	3	4	5	6	7	8	9	10	11	12
CLR-1:	Trace the genesis of global financial crisis that started in the USA and spread across the world.	Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)	Effective communication skills	Initiate critical thinking	Resources analysis for organisations	Familiarize organisations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Advance basic knowledge on the banking and financial markets operations	Develop managerial skills required to manage modern banking and financial industry	Impart Skills in the modern banking and financial services technology.
CLR-2:	Comprehend financial liberalization, economic regulation and financial regulation.															
CLR-3:	Know the post-crisis development of new international monetary system and changes in currency systems.															
CLR-4:	Empirically study the stock pricing of Indian market during financial crisis and Integration of Indian economy globally.															
CLR-5:	Understand the impact of global crisis in Indian economy and response to monetary and fiscal policy during crisis. A brief discussion on inflation in Indian post-crisis.															
Course Outcomes (CO):		At the end of this course, learners will be able to:														
CO-1:	Discuss various factors that snowballed into a global financial crisis and affected many nations.	1	65	60			3	3			2				3	
CO-2:	Elucidate the analytical issues of financial regulations.	2	70	70		3			3						2	
CO-3:	Explain the reasons that created conditions for macroeconomic imbalances and thereby the crisis because of dominance of the US dollar in international finance.	2	80	70		3			3						2	
CO-4:	Elicit the impact of the financial crisis on the Indian stock market.	3	75	70		3			3						3	
CO-5:	Know the impact of the crisis on the real sector of the Indian economy followed by detailed description of countercyclical monetary and fiscal policies.	3	85	80		3			2							

Duration (hour)	6	6	6	6	6	
S-1	SLO-1	Genesis of the global financial crisis: Introduction	Financial liberalization, economic development and regulation: Introduction	Towards a new international monetary system: Introduction	Global financial crisis and the Indian stock market: Introduction	Indian economy through the global crisis: Introduction
	SLO-2	Origin and Manifestation of the Crisis: Easy Money Policy and Increase in Risk Appetite	Micro-economic Issues in Regulating a Financial Firm	Some Developments in International	Objective of the Study	Transmission Channels
S-2	SLO-1	International Macroeconomic	Micro-economic Issues in	US Dollar as De Facto International	Studies: A Review	Impact of the Crisis on Indian

		Imbalances - Housing Finance for the Low-Income Households	Regulating a Financial Firm	Currency		Economy
	<b>SLO-2</b>	Securitisation - Role of Financial Engineering	Indian Experience in Public Ownership of Financial Institutions—A Digression	US Dollar as De Facto International Currency	Studies: A Review	Monetary Policy Response to the Global Crisis in India
<b>S-3</b>	<b>SLO-1</b>	Problems in Assessment and Pricing of Risk	Indian Experience in Public Ownership of Financial Institutions—A Digression	SDR as International Reserve Currency	World Markets in Crisis	Monetary Policy Response to the Global Crisis in India
	<b>SLO-2</b>	Governance Failure and/or Market Failure	Financial Liberalization, Rate of Interest and Savings	SDR in the Post-Crisis Period	World Markets in Crisis	Fiscal Policy Response to the Global Crisis in India
<b>S-4</b>	<b>SLO-1</b>	Laxity in Supervision and Regulation of Financial Institutions	Financial Liberalization, Rate of Interest and Savings	Post-Crisis Scenario in International Finance	Global Integration of Indian Economy	Fiscal Policy Response to the Global Crisis in India
	<b>SLO-2</b>	Regulatory Capture	Financial Growth and Economic Development—The Causality	Post-Crisis Scenario in International Finance	Global Integration of Indian Economy	Union Budget 2008-09—Major Counter Cyclical Fiscal Policy Measures
<b>S-5</b>	<b>SLO-1</b>	Financial Instability Hypothesis	Regulation of Financial Markets	A Multi-Currency System in a Multi-Polar World	Indian Stocks During the Crisis	Union Budget 2009-10—Major Counter Cyclical Fiscal Policy Measures
	<b>SLO-2</b>	The Financial Cycle Hypothesis—A BIS Perspective	How Financial Markets Differ from Commodity Markets	Need for Reforms	Analytics of Stock Pricing in a Financial Crisis	RBI Policy Interventions and Financial Stability
<b>S-6</b>	<b>SLO-1</b>	Global Impact of the Financial Crisis—A Synoptic View.	Negative Externalities and Financial Regulation	Benefits of Multipolarity	Empirical Model - Empirical Results	Post-crisis Inflation in India (A brief discussion)
	<b>SLO-2</b>	Case discussion	Case discussion	Case discussion	Case discussion	Case discussion

<b>Learning Resources</b>	<ol style="list-style-type: none"> <li>1. A.K. Shrivastava (2021), Text Book of Disaster Management, First Edition, Scientific Publisher.</li> <li>2. R. Subramanian (2018), Disaster Management, First Edition, Vikas Publishing.</li> <li>3. Edward S. Devlin (2007), Crisis Management Planning and Execution, First Edition, Auerbach Publications, an imprint of the Taylor &amp; Francis Group.</li> <li>4. Tony Moore &amp; Raj Lakha, Tolley's (2006). Handbook of Disaster and Emergency Management, Third edition, Newnes, an imprint of Elsevier..</li> </ol>
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	Bloom's Level of Thinking	Learning Assessment									
		Continuous Learning Assessment (50% weightage)								Final Examination (50% weightage)	
		CLA - 1 (20%)		CLA - 2 (10%)		CLA - 3 (10%)		CLA - 4 (10%)			
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice
Level 1	Remember	40		20		20		20		20	
Level 2	Understand	30		20		20		20		20	
Level 3	Apply	30		20		20		20		20	
Level 4	Analyze			20		20		20		20	
Level 5	Evaluate			10		10		10		10	
Level 6	Create			10		10		10		10	
	Total	100 %		100 %		100 %		100%		100 %	

CLA-1 - Mid Term

CLA-2- Quiz

CLA-3 - Assignment

CLA - 4 Innovative Assignment

CLA - 4 can be a case analysis ,/ case development / market study / video presentation./ seminars / board room discussions / event management etc

Course Designers		
Experts from Industry	Experts from Higher Technical Institutions	Internal Experts
Mr. K. Krishna Kumar , Vice President, Standard Chartered Bank	Dr. Narasimhan, IIM, Bangalore	Dr. Maria Evelyn Jucunda. M
Dr. R. Maheswaran, ICWA, MBA, Ph.D	Dr. Thenmozhi, IIT Madras	Dr. Vinitha. K

Course Code	MBF22410T	Course Name	ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT	Course Category	PCC	Professional Core Course	L	T	P	C
							3	0	0	3

Pre-requisite Courses	Co-requisite Courses	Progressive Courses
Course Offering Department	College of Management	Data Book / Codes/Standards

Course Learning Rationale (CLR):		The purpose of learning this course is to:			Program Outcomes (PO)															
CLR-1:	CLR-2:	CLR-3:	CLR-4:	CLR-5:	1	2	3	4	5	6	7	8	9	10	11	12				
To impart knowledge on entrepreneurial skills and help them imbibe entrepreneurship mind-set.	To explore new vistas of small businesses and its impact on the economy.	To provide the students with an in-depth understanding of key concepts in entrepreneurship and business development	The course addresses the theories and techniques applied to business development -	To evaluate the key factors needed to develop a successful business	Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)	Effective communication skills	Initiate critical thinking	Resources analysis for organizations	Familiarize organizations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Identifying, assessing and selecting digital market opportunities	Investigate and evaluate issues in adapting to globalised markets that are constantly changing.	Analyse cross-cultural and ethical issues in globalised digital markets	
CO-1:	CO-2:	CO-3:	CO-4:	CO-5:	1	80	70	3	3			3			3					
Acquire necessary knowledge and skills required for organizing and carrying out entrepreneurial activities	Develop the ability of analysing and understanding business situations in which entrepreneurs act	Learn about finance and small business and development strategies designed to develop businesses.	Understand the key resources required to develop an existing business such as ideas and finance, launch a new venture, or initiate a business enterprise	Understand the creation of business sustainability	2	80	75	2	3	2			2			2				
					6	85	75	2		2				3						
					4	75	70		2			3				2				
					2	80	75	3		3						2				

Duration (hour)	6	6	6	6	6	
S-1	SLO-1	Introduction to Entrepreneurship Meaning and Importance	Development of Entrepreneurial Skills Importance	Small Business: An Introduction	Institutional Assistance for Small Business The need for institutional assistance	Role of E-commerce and Ethics in Small Business E-commerce: Concept
	SLO-2	Evolution of 'Entrepreneurship' term	Entrepreneurial competencies	Significance of Small Business to the Economy	Sources of Finance	E-commerce: Overview
S-2	SLO-1	Factors influencing entrepreneurship	Enhancing entrepreneurial skill	Characteristics of small business	Venture Capital	Opportunities in E-commerce
	SLO-2	Characteristics of an	Entrepreneurial Motivation	Project Identification	Strategic Support System for	Problems in E-commerce



		entrepreneur			Business	
S-3	SLO-1	Types of entrepreneur	Internal factors of motivation	Project selection	Institutional Assistance and Support	Recent Trends and Advancement in E-commerce
	SLO-2	New generations of entrepreneurship	External factors of motivation	Project Formulation	Role of Commercial Banks	Effective customer care
S-4	SLO-1	viz. social entrepreneurship, Edupreneurship	Need for Achievement	Significance of project formulation	Marketing Institutions	Complaints handling mechanism,
	SLO-2	Health entrepreneurship, Tourism entrepreneurship	Goal Setting	Project content	Marketing Assistance	Managing Ethics in Business
S-5	SLO-1	Women entrepreneurship	Problem Solving	Formulation of project report	Export Houses	Values in Business
	SLO-2	Barriers to entrepreneurship	Building New Identity	Project Appraisal	Trading Houses	morale in Business
S-6	SLO-1	Case study	Case study	Case study	Expert Talk	Expert Talk
	SLO-2	Case study	Case study	Case study	Expert Talk	Expert Talk

<b>Learning Resources</b>	1. Barrow, C., Burke, G. Molian, D & Brown, R. (2005), Enterprise Development: The Challenges of Starting, Growing and Selling Businesses, London: Thomson	3. Hisrich R & Peters, M (1995), Entrepreneurship: Starting, Developing, and Managing a New Enterprise, London: Irwin.
	2. Burns, P (2005), Corporate Entrepreneurship: Building an Entrepreneurial Organisation, Basingstoke: Palgrave.	

#### Learning Assessment

	Bloom's Level of Thinking	Continuous Learning Assessment (50% weightage)								Final Examination (50% weightage)	
		CLA - 1 (20%)		CLA - 2 (10%)		CLA - 3 (10%)		CLA - 4 (10%)		Theory	Practice
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice		
Level 1	Remember	20		20		20		20		20	
Level 2	Understand	30		20		20		20		20	
Level 3	Apply	50		20		20		20		20	
Level 4	Analyze			20		20		20		20	
Level 5	Evaluate			10		10		10		10	
Level 6	Create			10		10		10		10	
	<b>Total</b>	100 %		100 %		100 %		100%		100 %	

CLA-1 - Mid Term CLA-2- Quiz CLA-3 - Assignment CLA - 4 Innovative Assignment

CLA - 4 can be a case analysis / case development / market study / video presentation./ seminars / board room discussions / event management etc.

#### Course Designers

Experts from Industry	Experts from Higher Technical Institutions	Internal Experts
Mr. Augustin Raja, Green Entrepreneur, Chennai	Dr. Narasimhan, IIM, Bangalore	S. Revathy, Asst. Professor, College of Management
	Dr. Thenmozhi, IIT Madras	Dr. T. Velmurugan, Asst. Professors, College of Management

Course Code	MBF22501T	Course Name	PUBLIC FINANCE	Course Category		Core	L	T	P	C
							3	0	0	3

Pre-requisite Courses		Co-requisite Courses		Progressive Courses	
Course Offering Department		MBA BFS	Data Book / Codes/Standards		

<b>Course Learning Rationale (CLR):</b>	The purpose of learning this course is to:
<b>CLR-1:</b>	Understand the concepts of Business Finance.
<b>CLR-2:</b>	Gain insights on the types and analysis of Public Expenditure and Budget.
<b>CLR-3:</b>	Apprehend the Tax and Non –Tax Revenue of State and Central Government.
<b>CLR-4:</b>	Acquire Knowledge on Public Debt’s Sources, Types, Objectives and Management.
<b>CLR-5:</b>	Understand the concepts of Fiscal Federalism and Fiscal Policy

	Learning		
	1	2	3
	Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)
<b>CO-1:</b>	3	65	55
<b>CO-2:</b>	3	65	60
<b>CO-3:</b>	5	75	65
<b>CO-4:</b>	3	70	60
<b>CO-5:</b>	4	65	60

<b>Course Outcomes (CO):</b>	At the end of this course, learners will be able to:
<b>CO-1:</b>	Gain insights on the Concepts of Business Finance
<b>CO-2:</b>	Understand the types and analysis of Public Expenditure and Budget
<b>CO-3:</b>	Acquire knowledge on the Tax and Non –Tax Revenue of State and Central Government.
<b>CO-4:</b>	Understand the Public Debt’s Sources, Types, Objectives and Management.
<b>CO-5:</b>	Gain knowledge of Fiscal Federalism and Fiscal Policy

	Program Outcomes (PO)											
	1	2	3	4	5	6	7	8	9	10	11	12
Effective communication skills												
Initiate critical thinking												
Resources analysis for organisations												
Familiarize organisations and its stakeholders												
Integrate functional knowledge with strategic skills												
Comprehend effectively in globalized environment												
Practice business ethics with integrity												
Enhance careers and commitment												
Instigate entrepreneurial drive												
PSO - 1 Advance basic knowledge on the banking and financial markets operations.												
PSO - 2 Develop managerial skills required to manage modern banking and financial Industry.												
aPSO – 3 Impart Skills in the modern banking and financial services technology												
	1	3	2	1	2	2	2		2	2		
		2	1	2	2	2			3	3		2
	1	2		2	1			1				
		2	1					3	3	2		2
	3	2	2	1	2				2	3		3

Duration (hour)	6	6	6	6	6
S-1	SLO-1	Nature and Scope of Public Finance	Meaning of Public Expenditure - Private Vs Public expenditure	Structure of Government Income-	Public Debt - Source, Composition and Ownership of Public Debt.
	SLO-2		Canons of Public Expenditure	Taxation- Meaning	Fiscal Federalism – Centre – State Financial Relations
S-2	SLO-1	Comparison between Private and Public Finance	Classification of Public Expenditure	Canons	Objectives of Public Debt-Debt Vs Tax
	SLO-2		Wagner’s Effects of Public Expenditure	Classification- Proportional, Progressive, Regressive, Digressive	Issues of fiscal federalism
S-3	SLO-1	Principle of Maximum Social Advantage	Analysis of expenditure of the Union and the States	Classification- Direct & Indirect, Specific & Ad Valorem; and their merits and demerits.	Debt Burden- Effects of Public Debt
	SLO-2				Fiscal Policy – meaning, objectives and instruments
S-4	SLO-1	Concept of Private, Public and Merit goods	Budget : Meaning and Purpose	Effects and shifting of Taxation	Types of Public Debt
	SLO-2		Types of -Government Budget		Limitations of Fiscal Policy

S-5	SLO-1	Externalities, Efficiency versus Equity	Types of -Government Budget	Voluntary disclosure scheme	Management, utilisation and Repayment of Debt-	Deficit Financing-Meaning, Role and Effects
	SLO-2					
S-6	SLO-1	Major Fiscal Functions-The Allocation Function, the Distribution Function, and the Stabilization Function	Concept of budget deficit	Non Tax Revenue of State and Central Government	Constitutional powers and Outstanding liabilities of the Union and the States.	Recommendation of latest finance commission.
	SLO-2		Analysis of previous Budgets of India			

<b>Learning Resources</b>	<ol style="list-style-type: none"> <li>H.L. Bhatia (2020). Public Finance, Vikas Publishing House Pvt Ltd, Delhi , 30th edition.</li> <li>Dr. V. C. Sinha, Dr. Ritika Sinha (2021). Public Finance, SBPD Publications , 1st edition.</li> <li>Richard and Piggy (2017). Public Finance In Theory &amp; Practice, McGraw Hill Education; 5th edition, 2017</li> <li>S.K. Singh (2010). Public Finance In Theory &amp; Practice, Sultan Chand Publications , 2010</li> </ol>
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		Learning Assessment									
		Continuous Learning Assessment (50% weightage)									
Bloom's Level of Thinking		CLA - 1 (20%)		CLA - 2 (10%)		CLA - 3 (10%)		CLA - 4 (10%)		Final Examination (50% weightage)	
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice
		Level 1	Remember	40		20		20		20	
Level 2	Understand	30		20		20		20		20	
Level 3	Apply	30		20		20		20		20	
Level 4	Analyze			20		20		20		20	
Level 5	Evaluate			10		10		10		10	
Level 6	Create			10		10		10		10	
Total		100 %		100 %		100 %		100%		100 %	

]CLA-1 –Mid Term

CLA-2- Quiz

CLA-3 -Assignment

CLA – 4 Innovative Assignment

CLA – 4 can be a case analysis, / case development / market study / video presentation./ seminars / board room discussions / event management etc

<b>Course Designers</b>		
<b>Experts from Industry</b>	<b>Experts from Higher Technical Institutions</b>	<b>Internal Experts</b>
Mr. Velan Silas, CA & CEO VV Associates	Dr.Alexander Pravin Durai St.Joseph College Trichy	Dr.S.Anitha
Mr. K. Krishna Kumar Associate Vice President SCB	Dr.Vasantha.S , Professor, Vels University	Dr. kavitha shanmugam

Course Code	MBF22502T	Course Name	FINANCIAL DERIVATIVES	Course Category	PCC	Professional Core Course	L	T	P	C
							2	2	0	3

Pre-requisite Courses		Co-requisite Courses		Progressive Courses	
Course Offering Department	College of Management	Data Book / Codes/Standards			

Course Learning Rationale (CLR):		The purpose of learning this course is to:			Learning			Program Outcomes (PO)											
CLR-1:	CLR-2:	CLR-3:	CLR-4:	CLR-5:	1	2	3	1	2	3	4	5	6	7	8	9	10	11	12
To Know about the historical background of financial derivatives	To Understand the various types of financial derivatives like forward, futures, options, Swaps, convertible, warrants, etc	To acquaint the knowledge of functions of futures contract, clearing house, Operation of Margins , etc	To know about Hedging and the development position of Derivatives in India.	To Understand the students about the concept of Derivatives and its types	Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)	Effective communication skills	Initiate critical thinking	Resources analysis for organizations	Familiarize organizations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Identifying, assessing and selecting digital	Identifying, assessing and selecting digital	Identifying, assessing and selecting digital
CO-1:	CO-2:	CO-3:	CO-4:	CO-5:	1	80	70	3	3		2	3	2	3	3	2			
Understand the financial derivatives concept and history	Gain the knowledge in forward, future, option, swaps contracts	Familiarize in functions of derivatives market	Known about hedging tools and development position in India	Aware about overall derivatives market current scenarios	2	80	75	2	2	2		3			2				
					6	85	75	2	2						2				
					4	75	70	3											
					2	80	75	3		3					2				

Duration (hour)	6	6	6	6	6	
S-1	SLO-1	Introduction to Financial Derivatives	Basic of Options and Swaps	Futures Market	Market Participant	Financial Derivatives Market in India
	SLO-2	Features of Financial Derivatives	Concept and Types of options	Evolution of Futures Market in India	Index Trading	Foreign-Exchange Market
S-2	SLO-1	Types of Financial Derivatives	Option Valuation	Trading Mechanism of Futures Markets	Hedging Model	Equity Market
	SLO-2	History of Derivatives Markets	Option Positions	Functions and Growth of Futures Markets	Basis Risk Vs Price Risk	Commodity Market
S-3	SLO-1	Uses of Derivatives	Underlying Assets in Exchange	Specification of the Futures Contract	Hedging Effectiveness	Debt Market and other markets
	SLO-2	Critiques of Derivatives	Determinants of Option Prices	Trading Clearing	Speculation	Evolution of Derivatives in India
S-4	SLO-1	Forward Market	Binomial Option Pricing Model	Trading Settlement	Role of Speculation	Committees on Derivatives Market in India
	SLO-2	Pricing and Trading Mechanism	Black-Scholes Option Pricing	Operation of Margins	Need of Arbitrageurs	Eligibility of Stocks

S-5	SLO-1	Forward Contract concept	Basic Principles of Option Trading	Theories of Future prices	Speculators vs Arbitrageurs	Regulator of Financial Derivatives in India
	SLO-2	Features of Forward Contract	Evaluation and Features of Swap	Cost of Carry Model	Stock Index Trading	Power and Duties of Regulator
S-6	SLO-1	Forward Prices Vs Future Prices	Types of Financial Swaps	Forward Contract Vs. Futures Contracts	Stock Index Futures as a Portfolio management Tool	Case study
	SLO-2	Discussion	Discussion	Discussion	Discussion	Discussion

Learning Resources	<ul style="list-style-type: none"> <li>Hull, John C (2016), Options, Options, futures and other derivatives, Prentice Hall of India, 10<sup>th</sup> edition.</li> <li>Ranganatham and Madhumathi (2017), Derivatives and Risk Management, Pearson.</li> <li>Kevin, S (2015), Commodity and Financial Derivatives, PHI, 2016. Rajiv Srivastav, Derivatives and Risk Management, Oxford University Press.</li> </ul>	<ul style="list-style-type: none"> <li>Gupta S.L (2007), Financial Derivatives Theory, Concepts And Problems, PHI; New title edition.</li> <li>Kolb and Overdahl (2007). "Financial Derivatives" Wiley; 3rd edition.</li> </ul>
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Learning Assessment											
	Bloom's Level of Thinking	Continuous Learning Assessment (50% weightage)								Final Examination (50% weightage)	
		CLA - 1 (20%)		CLA - 2 (10%)		CLA - 3 (10%)		CLA - 4 (10%)		Theory	Practice
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice		
Level 1	Remember	40		20		20		20		20	
Level 2	Understand	30		20		20		20		20	
Level 3	Apply	30		20		20		20		20	
Level 4	Analyze			20		20		20		20	
Level 5	Evaluate			10		10		10		10	
Level 6	Create			10		10		10		10	
	Total	100 %		100 %		100 %		100 %		100	

CLA-1 – Mid Term

CLA-2- Quiz

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Course Designers		
Experts from Industry	Experts from Higher Technical Institutions	Internal Experts
Mr. Balaji Vasudevan, Digital Bank Expert & Go-to-Market Leader, IBM Consulting, Chennai	Dr. P. Saravanan, Professor of Finance, IIM Trichy	Dr.M. Ilankadhir, Assistant Professor, College of management
Mr. Madhan Raj, CA, General Manager (Audit), Hyundai Motors India Ltd., Chennai	Dr. S. Visalakshmi, Assistant Professor, Department of Management, Central University of Tamilnadu, Thiruvavur	Dr. Kavitha Shanmugam, Associate Professor, College of Management

Course Code	MBF22503T	Course Name	FINANCIAL ECONOMETRICS	Course Category	PCC	Professional Core Course	L	T	P	C
							2	2	0	3

Pre-requisite Courses		Co-requisite Courses		Progressive Courses	
Course Offering Department	College of Management	Data Book / Codes/Standards			

Course Learning Rationale (CLR):		The purpose of learning this course is to:			Learning			Program Outcomes (PO)														
CLR-1:	CLR-2:	CLR-3:	CLR-4:	CLR-5:	1	2	3	1	2	3	4	5	6	7	8	9	10	11	12			
To familiarize the students about the concepts and applications of econometric and time series analysis	To equip the students with the knowledge to perform modern time series analysis	To perform univariate time series analysis and forecasting	To perform multivariate time series analysis and forecasting	To analyzing the panel data using the panel data regression models	Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)	Effective communication skills	Initiate critical thinking	Resources analysis for organizations	Familiarize organizations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Identifying, assessing and selecting digital market opportunities.	Identifying, assessing and selecting digital market opportunities.	Identifying, assessing and selecting digital market opportunities.			
CO-1:	Learn about the concepts and applications of econometric and time series analysis	1	80	70				3			3					3						
CO-2:	Gaining knowledge about the modern time series analysis	2	80	75					3			2			2			2				
CO-3:	Gaining the ability to perform univariate time series analysis and forecasting	6	85	75				2		2					3							
CO-4:	Ability to perform multivariate time series analysis and forecasting	4	75	70					2					3				2				
CO-5:	Analyze the panel data using panel data regression models	2	80	75				3		3								2				

Duration (hour)	6	6	6	6	6	
S-1	SLO-1	Introduction to Econometrics	Estimation Techniques	Volatility Models and Stochastic Processes	Univariate Time Series Analysis and Forecasting	Multivariate Time Series Analysis and Forecasting - Vector autoregressive (VAR) models – advantages and problems
	SLO-2	Importance of Business Forecasting	Correlation – Types of Correlation	Heteroscedasticity – testing for Heteroscedasticity	Linear time series analysis	Estimation and forecasting with VAR
S-2	SLO-1	Econometrics – meaning, methodology; Nature	Simple Linear Regression model – Methods of Ordinary Least Squares	Auto-Regressive Conditional Heteroscedasticity (ARCH) model	Autocorrelation function	Impulse response function
	SLO-2	Sources of data	R <sup>2</sup> and Adjusted R <sup>2</sup>	Generalised ARCH (GARCH) model and its extensions	Partial Auto-correlation function	Johansen Co-integration test on VAR

S-3	SLO-1	Types of data for econometric analysis	Assumptions and properties of OLS estimators	Stochastic and stationary process – tests of stationary –	Auto-regressive (AR) models	Granger causality test
	SLO-2	Cross-section, time series, panel data	Standard errors of least square estimates	Trend vs difference stationary process	Moving average (MA) models	Modeling volatility and autocorrelation in time series
S-4	SLO-1	Dummy variable	Multiple Regression analysis	Dickey-Fuller and Augmented Dickey-Fuller (ADF) tests	Box-Jenkins (BJ) model	Motivation and test for non-linearity
	SLO-2	Instrumental variable	Analysis of variance (F test)	spurious regression and co-integration of time series	ARMA and ARIMA models – identification	Historical and implied volatility
S-5	SLO-1	Econometrics package	Testing the equality of two regression coefficient	Engle-Granger test	Estimation and forecasting with ARIMA models	Contemporary application of econometrics in the finance industry
	SLO-2	Introduction to E-Views package - features	Chow test	CRDW test	Economic applications	
S-6	SLO-1	Practical session on E-Views	Prediction with multiple regression	Error correction mechanism	Expert Talk	Expert Talk
	SLO-2	Practical session on E-Views		VECM	Expert Talk	Expert Talk

<b>Learning Resources</b>	1. Damodar N. Gujarati, Dawn C Porter, Sangeetha Gunasekar, (2017), Basic Econometrics, 5th edition, McGraw- Hill	3. Brooks. C, (2019), Introductory Econometrics for Finance, 4 <sup>th</sup> Edition, Cambridge University Press
	2. Gujarati. D, (2014), Econometrics by Example, Palgrave Macmillan	4. T.M.J.A. Cooray (2008), Applied Time Series – Analysis and Forecasting, Narosa Publications

Learning Assessment											
	Bloom's Level of Thinking	Continuous Learning Assessment (50% weightage)								Final Examination (50% weightage)	
		CLA - 1 (20%)		CLA - 2 (10%)		CLA - 3 (10%)		CLA - 4 (10%)		Theory	Practice
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice		
Level 1	Remember	40		20		20		20		20	
Level 2	Understand	30		20		20		20		20	
Level 3	Apply	30		20		20		20		20	
Level 4	Analyze			20		20		20		20	
Level 5	Evaluate			10		10		10		10	
Level 6	Create			10		10		10		10	
	<b>Total</b>	100 %		100 %		100 %		100 %		100	

CLA-1 – Mid Term

CLA-2- Quiz

CLA-3 - Assignment

CLA – 4 Innovative Assignment

CLA – 4 can be a case analysis ,/ case development / market study / video presentation./ seminars / board room discussions / event management, etc.

Course Designers		
Experts from Industry	Experts from Higher Technical Institutions	Internal Experts
Mr. Balaji Vasudevan, Digital Bank Expert & Go-to-Market Leader, IBM Consulting, Chennai	Dr. P. Saravanan, Professor of Finance, IIM Trichy	Dr. Kavitha Shanmugam, Associate Professor, College of Management
Mr. Madhan Raj, CA, General Manager (Audit), Hyundai Motors India Ltd., Chennai	Dr. S. Visalakshmi, Assistant Professor, Department of Management, Central University of Tamilnadu, Thiruvavur	Dr. Subhashree Natarajan, Dean, College of Management

Course Code	MBF22504T	Course Name	CRYPTO CURRENCY AND DIGITAL ASSETS	Course Category	PCC	Professional Core Course	L	T	P	C
							3	0	0	3

Pre-requisite Courses	Co-requisite Courses	Progressive Courses
Course Offering Department	College of Management	Data Book / Codes/Standards

Course Learning Rationale (CLR):		The purpose of learning this course is to:			Learning		
CLR-1:	To understand the crypto currency and crypto market	1	2	3			
CLR-2:	To understand the different kinds of crypto coins and its trading natures	Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)			
CLR-3:	To understand block chain technology						
CLR-4:	To learn about NFT and its Pros and Cons						
CLR-5:	To understand the crypto market Regulatory framework						
Course Outcomes (CO):		At the end of this course, learners will be able to:					
CO-1:	To learn about crypto market and its history	1	80	70			
CO-2:	To learn number of crypto coins available in the market and most traded coins	2	80	75			
CO-3:	To learn about block chain technology and its functions	6	85	75			
CO-4:	To gain knowledge of NFT	4	75	70			
CO-5:	To learn about crypto market regulation around the world	2	80	75			

Program Outcomes (PO)												
1	2	3	4	5	6	7	8	9	10	11	12	
Effective communication skills	Initiate critical thinking	Resources analysis for organizations	Familiarize organizations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Identifying, assessing and selecting digital market	Identifying, assessing and selecting digital market	Identifying, assessing and selecting digital market	
3			2	3	2		3	2				
2		2				3			2			
3		3						2				

Duration (hour)	6	6	6	6	6	
S-1	SLO-1	Cryptography An Introduction	Digital assets and Digital currencies	Fundamentals of investing in Cryptos	Block Chain Evolution and Technology Concepts	Legal aspects and Regulation
	SLO-2	Cryptography background; Digital Signatures	Ledger Technology	Risk of Cryptocurrencies	Bitcoin nuts and bolts	Regulatory Framework in India
S-2	SLO-1	Introduction to Crypto Currency	Currency and crypto mining	Risks Involved in Crypto market	Wallets: managing and protecting crypto assets	Global Regulatory Framework
	SLO-2	History of crypto currency	mining charges	Crypto exchanges	Consensus: network models, corruption tolerance, sybil resistance	Pros and cons regulating Crypto market
S-3	SLO-1	Crypto market	Crypto trading platform	Crypto derivatives	Nakamoto Consensus: security, attacks and incentives	Tax on Digital assets
	SLO-2	Crypto currency ; Investor perspective	crypto service provider Encryption mechanism	Technical analysis	Ethereum: Decentralized Apps, EVM, and the Ethereum blockchain	Tax on Digital assets
S-4	SLO-1	Crypto and fiat currencies	Definition of digital asset	Initial Coin offering	Programming in solidity- Stable	Regulatory Framework in other



					coins and oracles- Decentralized exchanges-	Countries
	<b>SLO-2</b>	Crypto economy	<b>Types of digital assets</b>	challenges and opportunities for crypto investors	Lending systems	Regulatory Framework in other Countries
S-5	<b>SLO-1</b>	Crypto Boon or Bane to world economy	<b>Digital tokens</b>	short term and long- term investing strategies	Privacy on a public block chain	Regulatory Framework in USA
	<b>SLO-2</b>	History of Money	<b>NFT</b>	Diversification	scaling the blockchain	Regulatory Framework in USA
S-6	<b>SLO-1</b>	Barter system to Bitcoins	<b>Non -Fungible Token</b>	techniques of maximizing gains in crypto market	blockchain interoperability, miner extractable value (MEV), and governance	Regulatory Framework in Singapore
	<b>SLO-2</b>	Discussion on white pages.	<b>Pros and cons of NFT</b>	crypto wallets	future of blockchains	Regulatory Framework in Singapore

<b>Learning Resources</b>	1) Antony Levis (2018), The Basics of Bitcoins and Blockchains, Mango Publishing Group.	4) Kiana Danial (2019), Cryptocurrency Investing.
	2) Finn Brunton (2018), Digital Cash, Princeton University Press.	5) Vigesh B (2021), Cryptocurrency for Beginners , Kindle Edition.
	3) Paul Vigna and Michael J. Casey (2015), The age of Cryptocurrency , St. Martin's Press.	6) Aravind Narayanan, Joseph Bonneau, Edward Felton, Andrew miller, Steven Gold Feder (2016) , Bitcoin and Cryptocurrency Technologies, Princeton University Press.

Learning Assessment											
	Bloom's Level of Thinking	Continuous Learning Assessment (50% weightage)								Final Examination (50% weightage)	
		CLA - 1 (20%)		CLA - 2 (10%)		CLA - 3 (10%)		CLA - 4 (10%)		Theory	Practice
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice		
Level 1	Remember	40		20		20		20		20	
Level 2	Understand	40		20		20		20		20	
Level 3	Apply	20		20		20		20		20	
Level 4	Analyze			20		20		20		20	
Level 5	Evaluate			10		10		10		10	
Level 6	Create			10		10		10		10	
	<b>Total</b>	100 %		100 %		100 %		100%		100 %	

CLA-1 – Mid Term

CLA-2- Quiz

CLA-3 - Assignment

CLA – 4 Innovative Assignment

CLA – 4 can be a case analysis / case development / market study / video presentation./ seminars / board room discussions / event management, etc.

Course Designers		
<b>Experts from Industry</b>	<b>Experts from Higher Technical Institutions</b>	<b>Internal Experts</b>
Mr. Monish Rajesh, BNP Paribas	Dr. Sharon Sophia, VITBS Chennai	Dr A R Shanmuga Priya
	Dr. Thenmozhi, IIT Madras	Dr T Velmurugan

Course Code	MBF22505T	Course Name	RURAL BANKING AND MICRO FINANCE	Course Category	Professional Core Course	L	T	P	C
						3	0	0	3

Pre-requisite Courses	Co-requisite Courses	Progressive Courses
Course Offering Department	College of Management	Data Book / Codes / Standards

Course Learning Rationale (CLR):		The purpose of learning this course is to:			Learning			Program Outcomes (PO)											
CLR-1:	CLR-2:	CLR-3:	CLR-4:	CLR-5:	1	2	3	1	2	3	4	5	6	7	8	9	10	11	12
Provide students an in-depth knowledge about rural banking	Create awareness about micro financing	Familiarize about the challenges in rural sector and rural banking	Identify the contribution of micro financing through SHGs in social and economic development. Identify the contribution of micro financing through SHGs in social and economic development. Identify contribution of Micro financing through SHGs	Analysis of the role of banking and micro finance institutions	Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)	Effective communication skills	Initiate critical thinking	Resources analysis for organisations	Familiarize organizations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Advance basic knowledge on the banking and financial markets operations	Develop managerial skills required to manage modern banking and financial Industry	Impart Skills in the modern banking and financial services technology.
CO-1:	To provide a better understanding of agricultural economy and agricultural banking				2	65	60			3	3			2				3	
CO-2:	To Create awareness about operational aspects of micro finance and rural banking				3	70	70		3			3						2	
CO-3:	To Create Awareness of financing economically backward classes through self help groups and micro credit				4	80	70		3			3						2	
CO-4:	To Identify government self help groups				3	75	70		3			3						3	
CO-5:	To Identify one micro finance organization funct				5	85	80		3			2							

Duration (hour)	6	6	6	6	6	
S-1	SLO-1	Rural in India	Financing rural Development	Problems & Prospects in Rural Banking	Introduction to Micro Finance	Innovative and creative micro finance models
	SLO-2	Demographic features	Regulations:	Meaning of rural banking	Evolution of Micro finance	Microfinance models:
S-2	SLO-1	Respect for basic human rights,	Rural financial services	Role of rural banking	Role of micro finance	Associations Model
	SLO-2	Characteristics of rural society:	Rural credit institutions	Importance of rural banking sector	Characteristics of micro finance in India	Bank Guarantees Model. ...
S-3	SLO-1	(i)Simple culture with natural environment	Regulatory authorities	Emerging trends in rural banking	Micro finance delivery	Community Banking Model
	SLO-2	(ii)informal social life are the	Financing agricultural allied	Transaction cost	Methodologies of micro finance	Cooperatives Model

		conditions rural life	activities			
S-4	SLO-1	economic features	Financing rural non-farm sector	Risk of cost financing	Small level finance	Credit Unions Mode
	SLO-2	Infrastructure agricultural economy	SME finance government initiatives	Poor banking opportunities	Finance to small business	Intermediary Model
S-5	SLO-1	Agricultural banking	Financial Inclusions	micro credit	Finance to weaker sections	Individual Banking Model
	SLO-2	Rural development	Rural housing and	self-help groups	Legal framework.	Operational aspects of micro finance
S-6	SLO-1	Policies and rural issues.	Education loans	Role of self help groups	Regulatory framework	Impact of micro finance,
	SLO-2	Expert talk	Discussions of case	Expert talk	Case study analyses	Expert talk

<b>Learning Resources</b>	1. Indian Institute of Banking and Finance (2012). Rural Banking, -MacMillan publishers India Limited,1st edition.
	2. Indian Institute of Banking and Finance (2012). Micro Finance, MacMillan publishers India Limited,1st edition.

Learning Assessment											
	Bloom's Level of Thinking	Continuous Learning Assessment (50% weightage)								Final Examination (50% weightage)	
		CLA – 1 (20%)		CLA – 2 (10%)		CLA – 3 (10%)		CLA – 4 (10%)		Theory	Practice
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice		
Level 1	Remember	40		20		20		20		20	
Level 2	Understand	40		20		20		20		20	
Level 3	Apply	20		20		20		20		20	
Level 4	Analyze			20		20		20		20	
Level 5	Evaluate			10		10		10		10	
Level 6	Create			10		10		10		10	
	<b>Total</b>	100 %		100 %		100 %		100%		100 %	

CLA-1 – Mid Term

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CLA – 4 can be a case analysis ,/ case development / market study / video presentation./ seminars / board room discussions / event management etc

<b>Course Designers</b>		
<b>Experts from Industry</b>	<b>Experts from Higher Technical Institutions</b>	<b>Internal Experts</b>
Mr. Kanagarai, CIMA,C.A	Dr. Narasimhan, IIM, Bangalore	Dr.A.ARUL PRAKASH
Mr. Laxmanan C.A.,	Dr. Thenmozhi, IIT Madras	Dr. T.VELMURUGAN

Course Code	MBF22506T	Course Name	SUSTAINABLE AND GREEN FINANCE	Course Category	PCC	Professional Core Course	L	T	P	C
							3	0	0	3

Pre-requisite Courses		Co-requisite Courses		Progressive Courses	
Course Offering Department	College of Management	Data Book / Codes/Standards			

Course Learning Rationale (CLR):		The purpose of learning this course is to:			Learning			Program Outcomes (PO)											
CLR-1:	CLR-2:	CLR-3:	CLR-4:	CLR-5:	1	2	3	1	2	3	4	5	6	7	8	9	10	11	12
To develop an understanding of 'green' and 'sustainable' finance.	To explain the role of a range of policy, regulatory frameworks and financial reporting standards in aligning finance with the objectives of the Paris Agreement and the UN Sustainable Development Goals	To describe the different types of green financial services strategies, activities, products	To describe sustainable and responsible investment.	To understand the future and challenges of green finance.	Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)	Effective communication skills	Initiate critical thinking	Resources analysis for organizations	Familiarize organizations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Identifying, assessing and selecting digital	Identifying, assessing and selecting digital	Identifying, assessing and selecting digital
					1	80	70	3				3			3				
					2	80	75		3		2		2			2			
					6	85	75	2		2				3					
					4	75	70		2			3				2			
					2	80	75	3		3						2			

Duration (hour)	6	6	6	6	6
S-1	SLO-1 Definitions and approaches to green and sustainable finance	Climate change and the financial sector	Different types of banks, their functions, and the impacts of their activities	Foundations of investment and the role of equity markets in the financial system	Green and sustainable bond market
S-1	SLO-2 Sustainability factors	The primary actors/agreements involved in building a sustainable financial system, including: UNFCCC, Kyoto Protocol, Paris Agreement, Race to Zero - Global, EU and national policy responses	UN Principles for Responsible Banking	'Sustainable investment', 'ESG' and similar terms	other forms of sustainable bonds
S-2	SLO-1 Green finance, financing green and transition finance	Finance sector alliances	Retail banking products and services that promote sustainable consumption and behaviour	definitions and comparisons	Green bond listings, indices and funds, securitization. The role of insurance, UN Principles for

	SLO-2	Different shades of green: taxonomies, green and sustainable economic activities	Approaches to measuring the alignment of lending and investment portfolios with the Paris Agreement (PACTA, SBTi, ISO 14097)	Wholesale and investment banking products and services that promote sustainability	UN Principles for Responsible Investment	Sustainable Insurance.
S-3	SLO-1	green and sustainable industry sectors	External review	sustainability lined lending products	Sustainable investment strategies and themes	Introduction to FinTech and its application to green and sustainable finance
	SLO-2	products and services	levels of assurance	Central banks and climate change	Growth of sustainable investment, factors driving it and challenges for the future	Applying FinTech tools and techniques in retail banking and investments
S-4	SLO-1	Barriers to sustainable finance	Approaches, methodologies and standards for reporting emissions and other sustainability impacts and outcomes: PCAF, CDSB, CDP, SASB, GRI, IIRC, IRIS, ILG	Development bank products and services	Sustainable investment products - Portfolio decarbonisation.	Cryptocurrencies: advantages and disadvantages from a sustainability perspective.
	SLO-2	<b>Economic systems</b>		Overview of MDBs and climate action	Risk Management	Assessing the progress of green and sustainable finance towards the mainstream
S-5	SLO-1	Paris Agreement and UN SDG's	Harmonizing sustainability reporting	mobilisation of climate finance	Different types of climate-related risk: physical, transitional and liability	COP 26 Private Finance Strategy
	SLO-2	Intergovernmental Panel on Climate Change	IFRSF Sustainability Standards Board project	National development banks and green development banks.	Approaches to identifying, disclosing, managing, and pricing climate related risks (ETS scheme)	Emerging areas in sustainable finance
S-6	SLO-1	Recent market and regulatory developments	<b>Market structure &amp; degrees of competition</b>		Key regulatory bodies	Professionals, ethics and values, Chartered Banker Code
	SLO-2	<b>Discussion</b>	Sustainable Reporting In India	<b>Expert Talk</b>		Guidance for Green and Sustainable Finance Professionals.

<b>Learning Resources</b>	<ol style="list-style-type: none"> <li>1. Thompson, Simon (2021), Green and Sustainable Finance: Principles and Practices 6, 1<sup>st</sup> edition, Kogan Page Ltd.</li> <li>2. Labatt, Sonia; White, Rodeny R, (2002), Environmental Finance: A guide environmental risk assessment and financial products, John Wiley and Sons Inc.</li> </ol>	<ol style="list-style-type: none"> <li>3. Cary Krosinsky, Nick Robins, Stephen Viederman, (2012), Evolutions in Sustainable Investing: Strategies, Funds and Thought Leadership , 4th Edition, John Wiley and Sons Inc.</li> <li>4. Marcel Jeucken (2001), Sustainable Finance and Banking: The Financial Sector and the Future of the Planet, Earthscan Publications Ltd.</li> </ol>
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Learning Assessment											
	Bloom's Level of Thinking	Continuous Learning Assessment (50% weightage)								Final Examination (50% weightage)	
		CLA – 1 (20%)		CLA – 2 (10%)		CLA – 3 (10%)		CLA – 4 (10%)		Theory	Practice
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice		
Level 1	Remember	40		20		20		20		20	
Level 2	Understand	40		20		20		20		20	
Level 3	Apply	20		20		20		20		20	
Level 4	Analyze			20		20		20		20	
Level 5	Evaluate			10		10		10		10	
Level 6	Create			10		10		10		10	
	<b>Total</b>	100 %		100 %		100 %		100%		100 %	

CLA-1 – Mid Term

CLA-2- Quiz

CLA-3 - Assignment

CLA – 4 Innovative Assignment

CLA – 4 can be a case analysis ,/ case development / market study / video presentation./ seminars / board room discussions / event management etc

Course Designers		
Experts from Industry	Experts from Higher Technical Institutions	Internal Experts
Mr. Monish Rajesh, BNP Paribas	Dr. Sharon Sophia, VITBS Chennai	Dr. Maria Evelyn Jucunda. M
	Dr. Thenmozhi, IIT Madras	Dr. Vinitha. K

Course Code	MBF22507T	Course Name	PRIORITY SECTOR FINANCING	Course Category	PCC	Professional Core Course	L	T	P	C
							3	0	0	3

Pre-requisite Courses	Co-requisite Courses	Progressive Courses
Course Offering Department	College of Management	Data Book / Codes/Standards

Course Learning Rationale (CLR):		Learning			Program Outcomes (PO)											
The purpose of learning this course is to:		1	2	3	1	2	3	4	5	6	7	8	9	10	11	12
CLR-1:	To understand the various priority sector prevailing in India	Level of Thinking (Bloom)	Expected Proficiency (%)	Expected Attainment (%)	Effective communication skills	Initiate critical thinking	Resources analysis for organizations	Familiarize organizations and its stakeholders	Integrate functional knowledge with strategic skills	Comprehend effectively in globalized environment	Practice business ethics with integrity	Enhance careers and commitment	Instigate entrepreneurial drive	Identifying, assessing and selecting digital	Identifying, assessing and selecting digital	Identifying, assessing and selecting digital
CLR-2:	To understand and develop suitable strategies for priority sector and eradicate the poverty for the development of the country															
CLR-3:	To execute the Entrepreneur competence and Environment															
CLR-4:	To perform trends and frontiers of micro finance and to study about the evaluation of Microfinance															
CLR-5:	To analyzing the Monitoring of Priority Sector Lending targets															
Course Outcomes (CO):		At the end of this course, learners will be able to:														
CO-1:	Learn about the concepts and applications various priority sector prevailing in India	1	80	70	3				3			3				
CO-2:	Gaining knowledge about the strategies for priority sector and eradicate the poverty for the development of the country	2	80	75		3		2		2			2			
CO-3:	Gaining the ability to perform Entrepreneur competence and Environment	6	85	75	2		2				3					
CO-4:	Ability to perform trends and frontiers of micro finance and to study about the evaluation of Microfinance	4	75	70		2			3				2			
CO-5:	Analyze the Monitoring of Priority Sector Lending targets	2	80	75	3		3						2			

Duration (hour)	6		6		6		6		6	
S-1	SLO-1	Introduction to Agriculture and allied activities	Introduction to Small Scale Industries	Entrepreneurial Competencies-Meaning	Introduction to micro finance		Introduction to Education loans			
	SLO-2	Agriculture and allied activities for direct and Indirect finance	Micro scale industries	Private Enterprise and Development	Types of Micro finance		Housing loans			
S-2	SLO-1	Implications of priority sector lending	Medium scale industries	Significance of Entrepreneurial Environment	Features and Benefits		Investments by banks in securitised assets			
	SLO-2	socioeconomic policies	Overview of MSME	Business plan preparation - Entrepreneurship	Effectiveness of Microfinance in Poverty Reduction		Inter Bank Participation Certificates			
S-3	SLO-1	Financial inclusion	Importance of MSME	launching of small business	Key Principles of Microfinance		Priority Sector Lending Certificates			
	SLO-2	Agricultural Finance	Small and Medium Enterprises	The contribution of small	School of Thought of MFIs		Bank loans to MFIs for on lending			

			(MSMEs) Manufacturing Sector	business		
S-4	SLO-1	Farm credit	MSME - Service Sector Self	Small business growth potential and profits	Financial and operational evaluation	Monitoring of Priority Sector Lending targets
	SLO-2	Agriculture infrastructure	MSME -Employment Schemes	Competitive edge of Entrepreneurship	Other evaluations of microfinance	Re-prioritizing priority sector lending in india
S-5	SLO-1	Ancillary activities	Women Entrepreneurs	Introduction Khadi and Village Industries Sector	Microfinance in India and issues	Non-achievement of Priority Sector lending targets
	SLO-2	Renewable Energy	The benefits of women entrepreneurship in India	Export Finance	Trends and frontiers of micro finance	
S-6	SLO-1	Social infrastructure	Role and Importance of SSI in India	Recent Developments in Export Financing	Initiatives of NABARD for Microfinance sector	Problem of Priority Sector lending
	SLO-2	Weaker Sections		Export credit	Challenges and opportunities of Microfinance	Priority sector advanced by bank

Learning Resources	1. Hisrich (2001), Entrepreneurship, Tata McGraw Hill, New Delhi.	4. Beatriz and Jonathan (2010), The Economics of Microfinance, Prentice Hall of India.
	2. S.S.Khanka (2011), Entrepreneurial Development, S.Chand and Company Limited, New Delhi.	
	3. Indian Institute of Banking and Finance (2001) Micro finance: Perspectives and Operations, Macmillan India Limited.	5. RBI direction and guidelines – 2021 and various banking companies’ reports.

Learning Assessment											
	Bloom's Level of Thinking	Continuous Learning Assessment (50% weightage)								Final Examination (50% weightage)	
		CLA – 1 (20%)		CLA – 2 (10%)		CLA – 3 (10%)		CLA – 4 (10%)		Theory	Practice
		Theory	Practice	Theory	Practice	Theory	Practice	Theory	Practice		
Level 1	Remember	40		20		20		20		20	
Level 2	Understand	40		20		20		20		20	
Level 3	Apply	20		20		20		20		20	
Level 4	Analyze			20		20		20		20	
Level 5	Evaluate			10		10		10		10	
Level 6	Create			10		10		10		10	
	<b>Total</b>	100 %		100 %		100 %		100%		100 %	

CLA-1 – Mid Term

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<b>Course Designers</b>		
<b>Experts from Industry</b>	<b>Experts from Higher Technical Institutions</b>	<b>Internal Experts</b>
Mr. Monish Rajesh, BNP Paribas	Dr. Sharon Sophia, VITBS Chennai	Dr.T.Ramachandran
	Dr. Thenmozhi, IIT Madras	Dr. T.Velmurugan





Course Code	<b>MBF22601L</b>	Course Name	<b>CAPSTONE PROJECT</b>	Course Category	C	Core	L	T	P	C
							0	0	8	4

Pre requisite Courses	<i>Nil</i>	Co requisite Courses	<i>Nil</i>	Progressive Courses	<i>Nil</i>
Course Offering Department	College of Management	Data Book/ Codes/ Standards	<i>Nil</i>		

Course Learning Rationale (CLR):	The Purpose of learning this Course is :
CLR -1:	To apply fundamental and disciplinary concepts/ techniques to their principal fields of research.
CLR-2:	To able to identify, analyse and solve problems doing research through critical investigation.
CLR-3:	To employ models and tools through data based decision making for managing organizational growth
CLR-4:	To know the use of tools and techniques for exploratory, conclusive and causal research.
CLR-5:	To understand the concept of measurement in empirical systems and to use statistical techniques for analysis of research data.

Course Learning Outcomes: (CLO):	At the end of the Course, the learners will be able to:
CLO - 1	Integrate quantitative and qualitative research processes and methods by defining, analysing, and solving banking and financial company's problems through research.

Every student of MBA in Banking and Financial Services should carry out a project in the Fourth Semester in a Bank or Financial Services company for duration of 10 weeks. The students should carry out research in the project period in a specific topic. Once the guides are allotted to the students, the students should contact the respective guides periodically and get necessary guidance and feedback on the project work. At the end of the project period, every student shall submit a structured project report as approved by the Faculty Guide within the period specified by the Department. The Final Project Report and Viva-Voce examination will be evaluated by External Examiner. Final Project Report will be valued for a weightage of 150 marks and Viva –Voce examination for the Final Project shall carry a weightage of 150 marks [Total 300 marks].

Assessment (100%) [300 marks]	Continuous Learning Assessment (50% weightage) [150 marks]	Final Examination (50% weightage) [150 marks]
Social relevance/converted research	10 marks	-
Review 1	40 marks	-
Review 2	40 marks	-
Review 3	40 marks	-
Innovation / Contribution	20 marks	-
<b>Total marks awarded by Internal examiner</b>	<b>150 marks</b>	-
Evaluation of Report and Viva by External experts	---	150 marks
<b>TOTAL</b>		<b>300 marks</b>