

Scheme of Examination

&

Syllabi

Of

**MASTER OF BUSINESS ADMINISTRATION
MBA - Weekend
(BANKING & INSURANCE)**

Effective for the Batch 2009-2010 and onwards



**GURU GOBIND SINGH
INDRAPRASTHA
UNIVERSITY**

EVALUATION SYSTEM

The evaluation of students in this course shall be continuous and dynamic. The evaluation of students shall be done in each trimester. In every trimester, each paper will carry a total weightage of 100 marks. The complete evaluation shall be done by two methods having different weightages:

- Internal evaluation - 40 marks
- External evaluation - 60 marks

The internal evaluation shall be done by the teacher who is teaching the course. The weightage for various components of assessment of students shall be:

Internal Evaluation

And Class interaction: 50% of Internal marks

The exact breakup of the above component shall be decided by the concerned teacher in each trimester and informed to the students in the beginning of the trimester.

External Evaluation

The evaluation shall also be done through a written test (external evaluation) to be done at the end of each trimester comprising of 60 marks. This would be based on the curriculum specified for each paper.

A student to clear the paper must obtain atleast 50% marks in the internal and external evaluation taken together.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I)

FIRST SEMESTER

Code No.	Paper	L	T/P	Credits
MS (B&I) 101	Principles & practices of Management & Organizational Behaviour	3	-	3
MS (B&I) 102	Conceptual framework & Principles of Insurance	3	-	3
MS (B&I) 103	Principles and Practice of Banking	3	-	3
MS (B&I) 104	Quantitative Methods & Business Research	3	-	3
MS (B&I) 201	Human Resource Management	3	-	3
MS (B&I) 202	Financial Business Environment	3	-	3
MS (B&I) 205	Term Paper/Minor Project-I	-	-	4
Total		18	-	22

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I)

SECOND SEMESTER

Code No.	Paper	L	T/P	Credits
MS (B&I) 301	Managerial Economics	3	-	3
MS (B&I) 302	Accounting for Managers	3	-	3
MS (B&I) 303	Marketing Management	3	-	3
MS (B&I) 304	Regulatory Framework of Financial Sector	3	-	3
MS (B&I) 305	Minor Project-II	-	-	4
MS (B&I) 203	Principles & Practices of Risk Management	3	-	3
MS (B&I) 204	IT for Managers	3	-	3
MS (B&I) 251	IT for Managers Lab.	-	2	1
Total		18	-	23

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I)

THIRD SEMSTER

Code No.	Paper	L	T/P	Credits
MS (B&I) 401	Financial Management	3	-	3
MS (B&I) 402	Minor Project - III	-	-	4
	Elective-I	3	-	3
	Elective- II	3	-	3
	Elective-III	3	-	3
	Elective-IV	3	-	3
	Elective - V	3	-	3
MS (B&I) 502	Business Communication Skills and Personality Development	2	-	2
Total		20	-	24

Note: Student will study four elective papers if opting for banking or insurance specialization.

ELECTIVES

Banking

MS (B&I) 403: Indian Banking System

MS (B&I) 404: Foreign Trade Policy and Procedures

MS (B&I) 405: Project Planning & Analysis

MS (B&I) 406: Retailing and CRM in Banking

MS (B&I) 505: Security Analysis and Investment Management

Insurance

MS (B&I) 407: Life Insurance & Elements of Actuarial Sciences

MS (B&I) 408: General Insurance and Reinsurance

MS (B&I) 409: Fire, IAR, FLOP Insurances

MS (B&I) 410: Marine Insurance (Cargo & Hull)

MS (B&I) 506: Life Insurance underwriting & Legal Aspects

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I) FOURTH SEMSTER

Code No.	Paper	L	T/P	Credits
MS (B&I) 601	Business Ethics and Corporate Social Responsibility	3	-	3
MS (B&I) 602	Major Project	-	-	15
MS (B&I) 501	Marketing of Services	3	-	3
	Elective-I	3	-	3
	Elective- II	3	-	3
	Elective-III	3	-	3
	Elective- IV	3	-	3
	Elective- IV	3	-	3
Total		21	-	36

Note: Student will study three elective papers if opting for banking or insurance specialization

ELECTIVES

Banking

MS (B&I) 503: Treasury Operations and Risk Management

MS (B&I) 504: Mergers, Acquisitions and Corporate Restructuring

MS (B&I) 603: Strategic Management

MS (B&I) 604: Financial Derivatives

MS (B&I) 605: International Banking

Insurance

MS (B&I) 606: Life Insurance Schemes

MS (B&I) 607: Rural and Miscellaneous. Insurance

MS (B&I) 608: Insurance Claims Management (Life and Non-Life)

MS (B&I) 507: Motor Insurance (OD and TP)

MS (B&I) 508: Engineering, Liability and Aviation Insurances

Total Credits: 105

To obtain the degree a student shall require 100 Credits

DETAILED COURSE CONTENTS

FIRST
TRI-MESTER

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I)

Principles and Practices of Management & Organizational Behaviour

Course Code: MS (B&I) 101

Credits – 3

Objective : This course is designed to expose the students to fundamental concept of management, its processes and behavioural dynamics in organizations.

Content : Meaning and Nature of Management, Management Approaches, Processes, Managerial Skills, Tasks and Responsibilities of a Professional Manager, Organizational Culture and Climate, Managerial Ethos, Organization Structure & Design, and Managerial Communication, Individual Determinants of Organization. Behaviour: Perception, Learning, Personality, Attitudes and Values, Motivation, Job Anxiety and Stress. Group Dynamics and Interpersonal Relations, Management of Organizational Conflicts, Management of Change, Leadership: Theories and Styles, Planning Types and Process, Management By Objectives, Decision-Making Types and Models, Problem Solving Techniques, Controlling: Process and Techniques.

Suggested Readings:

- 1) Understanding Organizational Behaviour, Pareek, U (2004). (Oxford University Press.)
- 2) Organizational Behaviour Morehead & Griffin, AITBS Publishers Delhi
- 3) Supervision Skills for Managing Work and Leading People – Bulin, AITBS Publishers, Delhi.
- 4) Communicating for Results – Ferhling & Lacombe, AITBS Publishers.Delhi
- 5) Organizational Behavior & Change. Managing Diversity, Cross-cultural Dynamics & Ethics., Weiss, J.W. (reprint of 2002) (Vikas Publishing House Pvt. Ltd.)
- 6) Introduction to Management, Pettinger, R (2002). (Palgrave McMillan.)
- 7) Fundamental of Management , Robbins, S.P. & Decenzo, D (2002).(Pearson Education.)
- 8) Management, Stoner, et.al. (2002). (Prentice Hall of India.)
- 9) Organisational Behaviour, Luthans, F (2004). (McGraw Hill, International Edition.)
- 10) Principles of Management – KOONTZ & O'DONNEL, Prentice Hall, Indian Economy Edition

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I)

Conceptual Framework & Principles of Insurance

Course Code: MS (B&I) 102

Credits – 3

Objective: To make students conversant with the basic concepts and fundamentals of General & Life Insurance for enabling them to be aware of various types of insurance in Life & Non life sector including practices involved.

Content: Origin of Insurance, Concepts: Meaning of Insurance, Definition, Nature, Functions, History of Insurance & Different Classifications: Comparison of Life Insurance with other Insurances, **Basic Principles of Insurance:** Key concepts, Economic Principles, Principles of insurance viz. Utmost good faith, Insurable interest, Indemnity, Subrogation, Contribution and Proximity Cause.

The insurance market and organizational structure, functional processes, distribution channels (traditional and alternate), types of insurances , various forms in use, policy forms and their construction, parts, terms/conditions, exclusions, clauses, memos, riders and warranties; rating practices, premium payment regulations, claim procedure & management, survey & assessment (types, methods and functions involved)

Suggested Readings:

- 1) Principles of Insurance (I.C.01) (Insurance Institute of India, Mumbai)
- 2) Practice of General Insurance (I.C.11) (Insurance Institute of India, Mumbai)
- 3) Practice of Life Insurance (I.C.02) (Insurance Institute of India, Mumbai)
- 4) Principles of Insurance & Risk Management– Alka Mittal (Sultan Chand & Sons, New Delhi)
- 5) Insurance & Risk Management – Dr. P.K.Gupta (Himalaya Publishing House, Delhi).
- 6) Principles of Insurance Law – Avtar Singh.(Easter Book Co.)
- 7) Insurance – Julia Holyoake (Institute of Financial Services, Delhi)
- 8) Insurance : Theory & Practice – Nalini Prava Tripathy (Prentice –Hall of India P Ltd, New Delhi)
- 9) Principles & Practice of Insurance by P.Periasamy (Himalaya Publishing House
- 10) Principles of Risk Management and Insurance (13th Edition) Rejda, George E.(Indian Economy Edition by Pearson Education).
- 11) Introduction to Risk Management And Insurance – Mark S. Dorfman (Eighth Edition by Pearson Education, Delhi)
- 12) Property & Liability Insurance – S Heubne Prentice Hall.
- 13) Property & Liability Insurance Principles – Luthard Constance M.Perntice Hall.
- 14) Risk Management and Insurance – Trieschman, Gustavson and Hoyt – South Western College, Publishing, Cincinnati, Ohio.
- 15) Life Insurance – S. Heubner (LBRARO)
- 16) General Insurance – Bickelha UPT D.L., Richared D. Lrw Homewood, ILL
- 17) ICFAI Course book – Life Insurance Vol. I, II, III, (LBRARO)

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I)

Principles and Practice of Banking

Course Code: MS (B&I) 103

Credits – 3

Objectives: Candidates would be able to understand and appreciate

- Principles and importance of Credit, documentation, monitoring and control.
- A broad understanding of other functions associated with banking.
- An insight into marketing of banking services and banking technology.

Content:

Introduction to the financial system; recent developments in the Indian financial systems. Role & functions of banks-Regulatory provisions, RBI Functions, Financial services role and functions of Capital Markets, Banker – Customer relation – Know your customer (KYC) – Different Deposit Products, Principles of lending – various credit facilities – working capital and term loans-Credit Appraisal Techniques, Electronic payments systems-teller Machines at the Banking Counters, credit and debit cards, smart cards, Electronic funds transfer systems.

Suggested Readings:

- 1). Maheshwari, S.N. and Maheshwari, S.K. (2005), Banking Law and Practice, Kalyani Publishers, New Delhi.
- 2) Mittal R.K., Saini A.K. & Dhingra Sanjay (2008) Emerging Trends in the Banking Sector, Macmillan 2008.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (B&I)

Quantitative Methods & Business Research

Course Code: MS (B&I) 104

Credits – 3

Objective: To expose students to Quantitative Technique in management decision-making

Content: Introduction to Decision Theory, Decision under certainty, risk and uncertainty, Decision tree Analysis, Marginal Analysis, Game Theory: Characteristics, Two Person Zero Sum Game, Pure and Mixed Strategy, Law of Dominance, Modified Dominance, Graphical Method, Linear Programming Graphical solution and Simplex Method. Sensitivity Analysis, Transportation Problem: Initial Basic feasible solution, Test for Optimality, Assignment Problem: Hungarian Method; Multiple, Unbalanced and Maximization Cases, Introduction to business research: Definition; Nature and Scope of Business Research, The Research Process; Collection and Analysis of data, Introduction to statistical software: MS Excel, SPSS

Suggested Readings:

- 1) Introduction to Management Science, Hillier, F. S. & Hillier, M. S. (2005) (Tata McGraw Hill)
- 2) Statistical Methods, Gupta S.P & Gupta, M.P (2003), Sultan Chand & Sons, New Delhi.
- 3) Research Methodology Methods and Techniques, Kothari C.R. (2004). (Wishwa Prakashan)
- 4) Operation Research: An introduction., Taha, H. A. (7th ed. 2002). (Pearson Education New Delhi)
- 5) Quantitative Techniques in Management. Vohra, N.D (2003). (Tata McGraw Hill, New Delhi)
- 6) Statistics for Management, Richard, I Levin (2003) (PHI, Delhi).
- 8) Business Research Methods. Donald, R. Cooper and Parmela, S. Schindler (2003) Tata McGraw Hill.
- 9) Marketing Research, Malhotra, Naresh K. (4th Edition, 2004). (Pearson Education Pvt. Ltd.)

DETAILED COURSE CONTENTS

SECOND
TRI-MESTER

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I)

Human Resource Management

Course Code: MS (B&I) 201

Credits – 3

Objective: To help the students in getting a clear understanding about the concepts, methods and techniques and issues involved in managing human resource so as to facilitate employing, maintaining and promoting a motivated force in an organization.

Content: Concept of Human Resource Management; Processes Involved in HRM; Total Quality Management and Employee Empowerment, Learning Organization. Selection and Recruitment; Induction and placement; Performance and Potential Appraisal, Job Evaluation: Concept, Scope and Limitation; Compensation, Transfer, Promotion and Reward Policies; Training and Development; Competency Based Training and Assessment, Motivational Model., Human Resource Information System; Human Resource Audit and Human Resource Accounting.

Suggested Readings:

- 1) Human Resource Management, Dessler Gary (2004). (Pearson Education.)
- 2) Human Resource Management. Ivancevich, John M. (2003). Tata McGraw Hill.
- 3) Personnel Management. Monappa, A. and Saiyadain, M. (2001). Tata McGraw-Hill, New Delhi.
- 4) Human Resource Management. Fisher Cythia D., Schoenfeldt Lyle F. and James B. Shaw (2004). Bizantra.
- 5) Fundamentals of Human Resource Management. DeCenzo, D. A. and Robbins, S. P. (8th ed., 2005). (John Wiley)

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I)

Financial Business Environment

Course Code: MS (B&I) 202

Credits – 3

Objective: To make students aware of the business environment and explain about financial institution and markets.

Content: Nature of Economy, Importance of Economic, Monetary, Fiscal, Industrial & Trade Policies – Competitive, Political, Legal Cultural, Demographic Environment- Environmental Issues. Determinants of Economic Growth, GDP and GNP Concepts, Role of RBI. Liberalization, Privatization & Globalization, Competition Act- 2002- Monopolistic Restrictive & Unfair Trade Practices. Role of Money & Capital Markets, Debt & Equity Markets, Mutual Fund Market, Mortgage Market- Depository Institutions, Contractual Savings Institutions, Investment Intermediaries- List of Securities traded in Financial Markets. Major Financial Institutions-Savings, Banking, Developmental, Agricultural Micro, Life/Non-Life, Mutual Funds, Post Office etc.

Suggested Readings:

- 1) Business Environment – Shaikh Saleem (Pearson Publishers)
- 2) Business Environment – Suresh Bedi
- 3) Indian Financial System – M.Y. Khan (Mc Graw Hill Publication)
- 4) Indian Economy – Ruddar Dutt & Sundharam
- 5) Economic Survey 2005 – Ministry of Finance, Govt. of India
- 6) Insurance Business Environment Book No.IC-12 (Insurance Institute of India)
- 7) R.B.I. Bulletins
- 8) IRDA Journal
- 9) Banking Journals
- 10) Insurance Institute of India Courseware IC.....
- 11) Financial Institutions and Maark – (Tata Mc Graw Hill.)
- 12) Business Environment, Justin Paul, (Mc Graw Hill Publication)
- 13) Insurance in India – Changing Policies & Emerging Opportunity – Palande & Shah
- 14) Economic Survey – Government of India (MOF)
- 15) Business Environment – Justin Paul (Mc Graw Hill Publication)

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I)

Principles & Practices of Risk Management

Course Code: MS (B&I) 203

Credits – 3

Objective: To equip students with Conceptual Framework of Risks, Risk Management processes and its linkage with Insurance Device with Emphasis on Analysis/Management of Pure/Static Risks

Content: Definitions and Strategic implications for Organizations. Risk Management Tools, Risk Control & Risk Financing (including Insurance device). “How’ & “What” of each of the tools. Conceptual Frame work for Risk Management Process (only concepts). Expected value Concepts, Minimax Regret Strategy an Input to Decision Making Process in Risk Management. Objectives, Identification of Risks, Evaluation of Risk, Alternatives & Selection of Risk Treatment Devices, Implementation, Evaluation and Review. Evaluation of Risks Exposures & application of various risk mgt. tools/techniques. Role of Insurance Surveyors/Consultants etc.

Suggested Readings:

- 1) Risk Management & Insurance – Harrington Niehaus (Tata McGraw Hill Publication)
- 2) Risk Management Book No.IC-86 (Insurance Institute of India)
- 3) Insurance & Risk Management – Dr. P.K.Gupta (Himalaya Publishing House)
- 4) Insurance Institute of India Publication IC....
- 5) Perspectives on Risk and Insurance. Skipper Jr. Harold D., and Feidhaus (Forthcoming) – (Irwin/McGraw Hill Boston)
- 6) Integrated Risk Management, Doherty, N.A, (1999), (McGraw-Hill, New York)
- 7) Principles of Risk Management and Insurance – George E Rejda (Pearson Publication)
- 8) Risk Management – David E Bell – Arthur Schleifer (Thomson Publication)
- 9) Essentials of Risk Management & Insurance – U Emmett Vaughan (John Willey & Sons)
- 10) Insurance – Julia Holyoake & Bill Weipers (CIB Publishing)
- 11) Integrated Risk Management – Doherty NA (McGraw Hill)
- 12) Against the Gods, Bernstein, Peter L., (1996) John Wiley
- 13) Risk Management and Insurance- 11th Edition, Trieschmann, James S. Sandra G.
- 14) Gustavson, and Robert E.Hoyt [2001], South

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I)

IT for Managers

Course Code: MS (B&I) 204

Credits – 3

Objective: To familiarize students with basic concepts of information technology and their applications to business processes.

Content: CPU, Computer Memory, Computer Hierarchy, Input Technologies, Output Technologies, Application and System Software, Programming Languages and their Classification, Assemblers, Compilers and Interpreters. Functions of Operating Systems, Types of Operating Systems (Batch Processing, Multitasking, Multiprogramming and Real time Systems), Office Productivity Tools.

DBMS: Traditional File Environment, Database Management Systems Concepts, Data Models, ER Modeling, Constraints, SQL queries.

Types of Telecommunication Networks, Telecommunications Media, Network Topologies, The Internet, Intranet and Extranets, Services provided by Internet, Creating Web Pages using HTML. IT Security Issues.

Data and Information Concepts, Information Systems, Types of Information Systems.

Suggested Readings:

- 1) Foundation of computing. Sinha, P.K., Priti Sinha (2002). (BPB Publications.)
- 2) Management Information System, O'Brien (Galgotia Publication).
- 3) Computer Fundamentals Ram, B. (2003) (New Age Publications)
- 4) Introduction to computers, Norton, P. (2001) (TMH)
- 5) Introduction to Information Technology, Rajaraman, V. (2004) (PHI)
- 6) Introduction to information technology. Turban, Rainer and Potter (2003). (John Wiley and sons)
- 7) Introduction to Information Systems., James, A. O'Brien (2005) (TMH)
- 8) Modern System, Analysis & Design, (2000), Jeffery, A. Hoffer, Joey F. George, Joseph S. Valacich(Addison-Wesley, India.)
- 9) Saini A.K. & Kumar Pradeep, Computer Applications in Management

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I)

Term Paper/Minor Project-I

Course Code: MS (B&I) 205

Credits – 4

Objective: The primary objective of this course is to enhance the analytical skills and nurture critical thinking in the students of this course.

Content:

Outlines: In the Term paper, students are required to select a relevant business topic/issue, carryout a detailed literature review followed by a critical analysis. The conclusions drawn from the analysis must also be brought out in the paper. The topic for the term paper could be either a contemporary management issues or may be taken from the organizational situations faced by the individuals at their work place or organizations you are familiar with.

Alternatively, a student can also develop a case study on some specific business issue or on organizational situation in an industry you are working or you are familiar with.

The written term paper/case study shall be evaluated both by an internal supervisor as well as an external examiner.

Each student would be required to select a topic for the above and inform the same to the office latest by the second week of the trimester. The progress of work shall be assessed by the Internal Supervisor on a periodic basis through presentations, discussions and other means to arrive at a final assessment.

The last date for the submission of term paper/minor project shall be the last date of instructions in the trimester.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I)

IT for Managers Lab.

Course Code: MS (B&I) 251

Credits – 1

Objective: The primary objective of this course is to enable the students apply the knowledge acquired in the paper MS (B&I) 204 to practical business processes and problems.

Course Content

Lab will be based on Basic HTML Tags, Basic SQL Queries and Office productivity tools such as Word processing software, Spreadsheet software, and Presentation software.

Note: The programs and case based projects shall be assigned by the concerned faculty.

DETAILED COURSE CONTENTS

THIRD
TRI-MESTER

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I)

Managerial Economics

Course Code: MS (B&I) 301

Credits – 3

Objective: To build a perspective necessary for the application of modern economic concepts, precepts, tools and techniques in evaluating business decisions taken by a firm. The course will also look at recent developments in business in the context of economic theory.

Content: Consumer Behaviour and Demand Analysis: Cardinal and Ordinal Approaches to Consumer Behaviour, Demand Functions, Determinants of Demand, Elasticity of Demand, Derivation of market Demand, Demand Estimation and Forecasting. Managerial uses of Production Function, Short Run and Long Run Production Analysis, Isoquants, Optimal Combination of Inputs, Empirical Estimation of Production Functions; Traditional and Modern Theory of Cost in Short and Long Runs, Economies of Scale and Economies of Scope, Empirical Estimation of Cost Function. Profit Maximization, Alternative Objectives of Business Firms, Price Output decisions under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly, Pricing Policies and Methods, Strategic Behaviour of Firms and Game Theory:- Nash Equilibrium, Prisoner's Dilemma – Price and Non-price Competition.

Suggested Readings:

- 1) Managerial Economics: Text & Cases, Chaturvedi, D.D. & Gupta S.L. (2003). Brijwasi Book Distributors and Publishers.
- 2) Managerial Economics Truett & Truett (2004) (John Wiley & Sons Inc.)
- 3) Managerial Economics, Petersen, H. Craig & Cris, L W (2004) (Pearson Education (Singapore) Ltd.)

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I)

Accounting for Managers

Course Code: MS (B&I) 302

Credits – 3

Objective: To enable students to understand accounting principles and techniques of preparing & presenting accounts for users of accounting information. The course also familiarizes the students with the basic cost and management accounting concepts and their applications in managerial decision making.

Content: Scope of Accounting, Accounting concepts, Principles & Standards, Accounting Cycle, Journalisation, Subsidiary Books; Ledger Posting, Preparation of Trial Balance, Rectification of Error. Classification of Capital and Revenue. Fixed Assets and Depreciation Accounting. Preparation of Final Accounts, Manufacturing Account; Trading Account, Profit and Loss Account; Balance Sheet (with adjustments), Reports to be Annexed. Cost Accounting: Objectives, Classification of Cost, Preparation of Cost Sheet, Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, Overhead Cost Allocations, Introduction to Budgeting and Budgetary Control; Performance Budgeting; Classification of Budget; Standard Costing and Variance Analysis; Cost Volume Profit Analysis; Management Accounting for Decision Making and Control.

Suggested Readings:

- 1) Financial and Cost Accounting, Maheshwari, S.N. (2nd ed., 2003). (Sultan Chand & Sons)
- 2) Financial Accounting for Business Managers, Bhattacharya, Ashish K. (2003). (Prentice Hall of India)
- 3) Cost Accounting, Arora, M. N. (2004). (Vikas Publication.)
- 4) Elements of Accounting – Batli Boi
- 5) Insurance Institute of India Courseware
- 6) Advanced Accountancy – Vol. I & II, Maheshwari, S.N. (8th ed., 2004 – Vol-I) (9th ed., 2004-Vol-II). Vikas Publishing House.
- 7) Corporate Accounting for Managers, Maheshwari, S.N. (2004). (Vikas Publishing House, New Delhi)
- 8) Financial Management, Text, Problems & Cases, Khan, M.Y. and Jain, P.K (4th ed., 2004). (Tata McGraw Hill Company, New Delhi.)
- 9) ICAI, Accounting Standards (Latest).

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I)

Marketing Management

Course Code: MS (B&I) 303

Credits – 3

Objective: The course aims at making students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm.

Course Contents:

Introduction to Marketing : Meaning, Nature and Scope of Marketing; Marketing Philosophies; Marketing Management Process; Concept of Marketing Mix; Market Analysis: Understanding Marketing Environment; Consumer and Organisation Buyer Behaviour; Market Measurement; Market Segmentation, Targeting and Positioning.

Product Planning and Pricing: Product Concept; Types of Products; Major Product Decisions; Brand Management; Product Life Cycle, New Product Development Process; Pricing Decisions; Determinants of Price; Pricing Process, Policies and Strategies.

Promotion and Distribution decisions: Communication Process; Promotion Tools-Advertising, Personal Selling, Publicity and Sales Promotion; Distribution Channel Decisions-Types and Functions of Intermediaries, Selection and Management of Intermediaries.

Marketing Organization and Control: Emerging Trends and Issues in Marketing – Consumerism, Rural Marketing, Social Marketing; Direct and Online Marketing; Green Marketing.

Suggested Readings:

- 1). Philip Kotler. (2003). Marketing Management: Analysis, Planning, Implementation & Control. Prentice Hall of India.
- 2) Michael, J. E., Bruce, J. W. and Williom, J. S. (13th Edition, 2004). Marketing Management. Tata McGrawHill, New Delhi.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I)

Regulatory Framework of Financial Sector

Course Code: MS (B&I) 304

Credits – 3

Objective: To make the students aware of the business environment and explain to them about financial institution and markets.

Banking Content: Legal Aspects of Banking Operations, Cash laws on responsibility of paying /collecting banker Indemnities /guarantees-scope and application-obligations of a banker-precautions and rights-laws relating to bill finance, LC and Deferred payment guarantees- Laws relating to securities- valuation of securities-modes of charging securities-lien, pledge, mortgage, hypothecation etc-registration of firms/companies-creation of charge and satisfaction of charge, Banking related laws, Provisions of Bankers Book Evidence Act, Special features of recovery of Debt due to banks and Financial Institutions Act, 1993, The securitisation and reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002.

Suggested Readings: Varshney

Insurance Content: Over-view, Insurance Act 1938 & Rules, LIC Act 1956, GIBNA Act 1972, Marine Insurance Act 1963, Motor Vehicles Act 1989, Public Liability Act 1991, IRDA Act 1999, Regulations framed by IRDA (Actuarial Report & Abstract – 2000, Obligation of Insurers to Rural & Social Insurance – 2000 & 2002- 2002, Insurance Advertisements & Disclosures – 2000, Licensing of Insurance Agents – 2000, General Insurance – Reinsurance – 2000, Appointed Actuary – 2000, Assets, Liabilities & Solvency Margins of Insurers – 2000, Meetings – 2000, Registration of Indian Insurance Companies – 2000, Insurance Advisory Committee (Meetings) – 2000, Investments (Life & General) – 2000 (Revised 2001 & 2004), Third Party Administrators – 2001, Preparation of Financial statements & Auditors Report of Ins Cos -2002, Protection of Policy Holders' Interest – 2002, Licensing of Corporate Agents – 2002, Licensing of Insurance Brokers – 2002, Manner of Receipt of Premium – 2002, Distribution of Surplus - 2002) Other Acts for reference: Pollution Control Act 1986, Indian Companies Act 1956, Indian Stamp Act, Consumers Protection Act - 1986

Insurance Contents

1. Over-view
2. Insurance Act 1938 & Rules
3. LIC Act 1956
4. GIBNA Act 1972
5. Marine Insurance Act 1963
6. Motor Vehicles Act 1989
7. Public Liability Act 1991
8. IRDA Act 1999

9. Regulations framed by IRDA
 - Actuarial Report & Abstract – 2000
 - Obligation of Insurers to Rural & Social Insurance – 2000 & 2002- 2002
 - Insurance Advertisements & Disclosures – 2000
 - Licensing of Insurance Agents – 2000
 - General Insurance – Reinsurance – 2000
 - Appointed Actuary – 2000
 - Assets, Liabilities & Solvency Margins of Insurers – 2000
 - Meetings – 2000
 - Registration of Indian Insurance Companies – 2000
 - Insurance Advisory Committee (Meetings) – 2000
 - Investments (Life & General) – 2000 (Revised 2001 & 2004)
 - Third Party Administrators – 2001
 - Preparation of Financial statements & Auditors Report of Ins Cos -2002
 - Protection of Policy Holders' Interest – 2002
 - Licensing of Corporate Agents – 2002
 - Licensing of Insurance Brokers – 2002
 - Manner of Receipt of Premium – 2002
 - Distribution of Surplus - 2002
10. Other Acts for reference:
 - Pollution Control Act 1986
 - Indian Companies Act 1956
 - Indian Stamp Act
 - Consumers Protection Act - 1986

Suggested Readings:

- 1). Insurance Laws (Universal Law Pub. Delhi).
- 2). Law of Insurance by Avtar Singh (Eastern Book Co, Delhi).
- 3). Principles of Insurance Law by M.N.Srinivasan (Wadhwa & Co, Nagpur).
- 4). Insurance Law Manual (Taxmann, Delhi).
- 5). Law and Economics of Insurance – I.C.87 (Insurance Institute of India).

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (B&I)

Minor Project-II

Course Code: MS (B&I) 305

Credits – 4

Objectives:

The primary objective of this course is to enhance the analytical skills and nurture critical thinking in the students of this course.

Course Contents:

Outlines: In the Term paper, students are required to select a relevant business topic/issue, carryout a detailed literature review followed by a critical analysis. The conclusions drawn from the analysis must also be brought out in the paper. The topic for the term paper could be either a contemporary management issues or may be taken from the organizational situations faced by the individuals at their work place or organizations you are familiar with.

Alternatively, a student can also develop a case study on some specific business issue or on organizational situation in an industry you are working or you are familiar with.

The written term paper/case study shall be evaluated both by an internal supervisor as well as an external examiner.

Each student would be required to select a topic for the above and inform the same to the office latest by the second week of the trimester. The progress of work shall be assessed by the Internal Supervisor on a periodic basis through presentations, discussions and other means to arrive at a final assessment.

The last date for the submission of term paper/minor project shall be the last date of instructions in the trimester.

DETAILED COURSE CONTENTS

**FOURTH
TRIMESTER**

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I)

Financial Management

Course Code: MS (B&I) 401

Credits –3

Objectives: The course is aimed at building an understanding of concepts, vital tools and techniques applicable for financial decision making by a business firm.

Course Contents:

Nature and Scope of Financial Management; Financial Objectives; Impact of Financial and Economical Environment on Financial Management; Time Value of Money including Pension Funds. Funds Flow Analysis; Cash Flow Statement and its Interpretation (AS-3), Ratio Analysis

Planning for Sources of Finance (Domestic and International); Capital Structure; Leverages; Cost of Capital; Net Income Approach; Net Operating Income Approach; Traditional Approach and MM Approach; Capital Gearing/Debt-Equity Ratio, Generation of Internal Funds.

Retained Earning Vs. Dividend Decision; Gordon Model; Walter Model; MM Approach; Lintner Model; Planning of Development of Funds Through Management of Assets - Fixed and Current: Working Capital Management; Management of Cash (Various Theoretical Models), Inventories (Including Risk Analysis) and Receivables; Operating Cycle.

Capital Budgeting - Conventional and DCF Methods; Inflation and Capital Budgeting; Risk Analysis and Capital Budgeting-Certainty Equivalent Factor; Risk Adjusted Discounting Rate; Decision Tree; Independent and Dependent Risk Analysis; Basic International Capital Budgeting.

Suggested Readings:

- 1) Maheshwari, S.N. (9th ed., 2004). Financial Management – Principles & Practice. Sultan Chand & Sons.
- 2) Prasanna, Chandra (6th ed., 2004). Financial Management: Theory and Practice. Tata McGraw Hill.
- 3) Khan, M. Y. and Jain P. K. (4th ed., 2004). Financial Management, Text, Problems & Cases. Tata McGraw Hill Company, New Delhi.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (B&I)

Minor Project-III

Course Code: MS (B&I) 402

Credits –4

Objectives:

The primary objective of this course is to enable the students apply the knowledge acquired in the first and second trimesters to either study a business system and perform a critical analysis of the same or to study, analyse and design a solution for a business problem.

Course Contents

Outlines: The Minor research project report is required to be prepared in the prescribed format and shall be evaluated both by an internal supervisor as well as a University appointed external examiner.

Each student would be required to select a topic for the Minor Project. A synopsis is required to be submitted by each student on the topic of the project.

The School would allocate the Internal supervisor on the basis of the subject area. The topic selection must be completed by the second week of the trimester. The progress of the Minor Project shall be assessed by the Internal Supervisor on a periodic basis through presentations, discussions and other means to arrive at a final assessment.

Suggested Contents of Synopsis: The project synopsis or proposal must give information on the following items:

1. Descriptive title of the study
2. Nature of the study
 - Problem to be examined
 - Significance and need for the study
 - Background information available
 - Scope of the study – extent and limitations
 - To whom will it be useful?
3. Hypothesis, if any, to be tested
4. Data Sources and Collection procedure
5. Methodology for data analysis
6. Schedule – target dates for completing
 - Review of Literature (Library/Internet research)
 - Primary research
 - Data organization and analysis
 - Outlining the report
 - First draft
 - Final draft
7. Bibliography

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I)

Indian Banking System

Course Code: MS (B&I) 403

Credits –3

Objective: This course is aimed at developing and understanding of the linkage between money and other variables of the economy including financial sector.

Content: Overview of Indian financial system; Concept of financial intermediation. Organized financial system; Commercial Banks, Foreign Banks, Co-operative Banks, Non-Banking financial intermediaries. Financial markets; Money market, capital market (Debt & Equity Markets), Role of RBI as a regulator: RBI Act, Monetary Policy objectives, Money supply and control of inflation, Interest rate policy and its implications, Branch licencing policy. Emerging trends in Banking; Financial sector reforms, Universal Banking, Micro Financing, Financial Planning and Wealth Management. Consolidation of Indian Banks, Trends of Bancassurance in India, Basell II and its impact on Indian Banking Sector.

Suggested Readings:

- 1) Mittal R.K., Saini A.K. & Dhingra Sanjay (2008) Emerging Trends in the Banking Sector, Macmillan
- 2) Gupta, Suraj Bhan, (2006) Monetary Economics, S. Chand & Company.
- 3) The ICAI University (2005) Money and Banking.
- 4) Vasudevan A. (2003) Money and Banking, Academic Foundation New Delhi.
- 5) RBI Reports on money and banking (Monthly Bulletins, Report on Currency and Finance)

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (B&I)

Foreign Trade Policy and Procedures

Course Code: MS (B&I) 404

Credits –3

Objective: To familiarise students with the importance and techniques used for effective management of foreign exchange and international banking

Content: Meaning and significance of foreign trade, History of Foreign Trade regulation in India: from FERA to FEMA. RBI Guidelines, FEDAI rules, EXIM policy, Role of EXIM Bank and ECGC. Balance of Payments and Trade Balance. Bilateral trade: MFN Status. Trade barriers: Role of WTO, Methods of financing foreign trade: Facilities to importers and exporters: Letters of Credit, Bank Guarantees, Duty drawback structure. Bill financing: Forfeiting.

Suggested Readings:

- 1) Book by A.V. Rajwade
- 2) Export Policy & Procedure – Govt. of India
- 3) Handbook on Tariff & Trade

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I)

Project Planning & Analysis

Course Code: MS (B&I) 405

Credits –3

Objectives: Projects are non-recurring activities requiring a different set of skill for planning as compared to regular and operative activities. The course is aimed at developing understanding of project activities and relevant skills.

Course Contents:

Project Identification Analysis: Socio-economic Consideration in Project Formulation; Social Infrastructure Projects for Sustainable Development; Investment Opportunities; Project Screening and Presentation of Projects of Decision Making; Expansion of Capacity; Diversification.

Market and Technical Analysis: Market and Demand Analysis – Market Survey, Demand Forecasting, Uncertainties in Demand Forecasting; Technical Analysis- Product Mix, Plant Capacity, Materials and Inputs, Machinery and Equipment.

Project Costing and Finance: Cost of project; Cost of production; Break even Analysis; Means of Financing Project; Tax Aspects in Project Finance; Role of Financial Institution in Project Finance.

Project Appraisal: Time Value of Money; Project Appraisal Techniques – Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Benefit Cost Ratio; Social Cost Benefit Analysis; Effective Rate of Protection.

Risk Analysis: Measures of Risk; Sensitivity Analysis; Simulation Analysis; Decision Tree Analysis.

Project Scheduling/Network Techniques in Project Management: CPM and PERT Analysis; Float times; Crashing of Activities; Contraction of Network for Cost Optimization, Updating; Cost Analysis of Resources Allocation.

Multiple Projects: Project Dependence; Capital Rationing; Ranking Methods of Projects; Mathematical Programming Approach; Linear Programming Model; Post Project Evaluation.

Suggested Readings:

- 1) Bhavesh, M. Patel (2000). Project Management: Strategic Financial Planning Evaluation and Control. Vikas Publishing House Pvt. Ltd.
- 2) Chandra, P. (5th ed., 2005). Projects. Tata McGraw Hill.
- 3) Wysocki, Robert K., Bick Robert and Crane David B. (2000). Effective Project Management. John Wiley and Sons, USA.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (B&I)

Retailing and CRM in Banking

Course Code: MS (B&I) 406

Credits –3

Objective: To get understanding of growing importance of retailing and customer relationship management in the financial sector.

Content: Introduction to retailing, definition and importance, growing significance of retailing, Retail Banking - Concept - Why Retail Banking? - Present Technological Retail Products offered to the Customers –Card Business of Banks –Retail Products Offered By Banks – Deposits, Advances And Subsidiary Services - KYC Norms – New Generation Banks Old Generation Banks - Pricing Of Products – Introduction and Significance of Customer Relationship Management: Concepts and Need, Understanding Principles of Customer Relationship; Relationship Building Strategies; Understanding Strategies to Prevent Defection and Recover Customers., Concept of Data Mining.

Suggested Readings:

1. Mittal R.K., Saini A.K. & Dhingra Sanjay (2008) Emerging Trends in the Banking Sector, Macmillan 2008
2. Retail Banking, Shroff, T.F., Northern Book Centre, Daryaganj, New Delhi.
3. Customer Relationship Management, Mohammed, H. Peeru and a Sagadevan (2004). (Vikas Publishing House, Delhi)
4. CRM-Essential Customer Strategies for the 21st Century, Paul Greenberge (2005). (Tata McGraw Hill)
5. Contemporary Business Communication. Biztantra, Scot, O. (2004). New Delhi.
6. Customer Relationships Management, William, G. Zikmund, Raymund McLeod Jr.; Faye W. Gilbert (2003). (Wiley.)
7. Building Data Mining Applications for CR, Alex Berson, Stephen Smith, Kurt Thearling (2004). Tata McGraw Hill.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I)

Life Insurance & Elements of Actuarial Sciences

Course Code: MS (B&I) 407

Credits –3

Objective: To make students conversant with various products in life insurance and the elements of actuarial science. And also to make them aware of the importance of applying statistical & mathematical tools with a view to make well thought-out business decisions and pricing of insurance products.

Content:

Practice of Life Insurance

Life Insurance products for individuals in particular, Various plans and riders of Life Insurance, Policy forms & other document. Computation of premium and discounts Nominations & assignments, Alterations and revivals of lapsed policies.

Elements of Actuarial Science

Introduction of actuarial science; elementary probability and theory; constructing mortality tables; pricing of insurance products; concept of valuation and its importance defining surplus and reserves and of fixed interest securities and EMIs under loan payments.

Suggested Books:

- 1) Life and Health Insurance (13th Edition), - Black, Jr. Kenneth and Harold Skipper Pearson (Indian Economy Edition).
- 2) Insurance Institute of India Courseware IC-02 & IC-23.
- 3) Principles of Insurance & Risk Management by M.N.Mishra (S Chand & Co).
- 4) Mathematical Basis of Life Insurance IC-83 from I.I.I.
- 5) ICFAI Course book – Life Insurance Vol. I, II, III,
- 6) Principles of Risk Management and Insurance (13th Edition) Rejda, George (Economy (Indian Economy Edition).
- 7) Risk Management and Insurance – Trieschman, Gustavson and Hoyt – South Western College, Publishing, Cincinnati, Ohio.
- 8) Life Insurance – S. Heubner (LBRARO)
- 9) Anderson, Sweeney and Williams, *Statistics for Business and Economics*, South Western International
- 10) Levin and Rubin, *Statistics for Management*.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I)

General Insurance and Reinsurance

Course Code: MS (B&I) 408

Credits –3

Objective: To familiarize students with the briefs of various products of general insurance and their underwriting aspects and also theory and practices of reinsurance including various forms and documents used

Content: The insurance market and organizational structure, types of insurances & their scopes, rules and regulations, objective of underwriting, underwriting process & rating practices, factor for underwriting, underwriting hazards, various forms in use, policy forms and their construction, parts, terms/conditions, exclusions, clauses, memos and warranties; premium payment regulations, claim procedure & management, survey & assessment (types, methods etc). Rating in detariffed scenario

Reinsurance: What it is, Importance, Role, functions and rating, Methods and application to different classes of insurance, Reinsurance market, Forms and Practices including exchange control and taxation regulations and accounting.

Suggested Readings:

- 1) Practice of General Insurance – IC-11 by I.I.I. Publication
- 2) General Insurance IC-34 by Insurance Institute of India
- 3) Insurance Principals and Practices by M.J. Matthew (RBSA Publishers)
- 4) Fire Claims IC – 56 from I.I.I.
- 5) Reinsurance IC - 85 by Insurance Institute of India
- 6) Principals of Risk Management & Insurance by George Rejda (Pearson Education)

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (B&I)

Fire, IAR, FLOP Insurances

Course Code: MS (B&I) 409

Credits –3

Objective: To make students aware of scope of fire IAR & LOP policies, types of fire policy, conditions & exclusions and also various add-ons as well as claims management in these areas.

Content: History of fire Insurance; Need, Purpose & Functions of fire Insurance, Application of basic principles, Fire & Spl. Peril Policy; Scope: In built causes/perils; Add on Covers; Exclusions; Conditions; Special Policies and Clauses; IAR Policy: Scope Rating & other aspects; Warranties and their importance; Underwriting Aspects and applications; Rating of fire Risks (Industrial & Non-industrial); Rating of Add on Perils; Fixing of Sum Insured for various Subject Matters; Practice of Fire Insurance: procedural Aspects (including overseas practices); Policy Drafting; Pre inspection of Risks; Co-insurance practices; Acceptance Limits; Fire Insurance Claims; Type of Claims; Procedural Aspects; Rights & Duties of the Parties; Process of Survey; Consequential – loss insurance; Purpose and outlines; Scope of cover and add-ons; Exclusions; Specifications / Memos; Conditions; Different Basis of insurance; Underwriting and Rating Aspects; Fixing of Sum insured. LOP Claims General and Special Aspects; Procedures: Specific to LOP; Adjustments of Losses and Calculating the Liabilities; Loss Minimization Aspects; Survey Aspects.

Suggested Readings:

- 1) Insurance Principles & Practices, M. N. Mishra (S. Chand).
- 2) Fundamentals of Risk & Insurance, Vaughan (John Wiley).
- 3) Essentials of Risk Management & Insurance, Vaughan (John Wiley).
- 4) Claims Management (ICFAI)
- 5) Fire Claims IC – 56 by I.I.I.
- 6) Fire Insurance underwriting IC – 54 by I.I.I.
- 7) Insurance Principals & Practices by M.J. Matthew
- 8) Claims Management Published by ICFAI

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I)

Marine Insurance (Cargo & Hull)

Course Code: MS (B&I) 410

Credits –3

Objective: To make students conversant with the background of these insurances including general aspects, rules & regulations and tariff applications and also scope of various policies issued therefore. This will include claim practices.

Content: General Background: Historical Perspective; Importance of Marine Vis-à-vis Trade/Commerce; Practices of Trade/Commerce; Types of Sales contracts. Briefs on non-insurance documents . Application of Fundamental Principles to Marine Insurance : ion, M.I. Act & its relevance. Types of Marine Insurance Documents; Types of Policies; Underwriting Considerations & Rating: AIMCT- General Rules and Regulation; Clauses; Drafting of Policy; Types of Losses & measure of Indemnity: G.A. procedure, Average Adjuster, Sue & Labour/Particulars charges. – Salvage Charges. – Salvage Loss. – Extra Charges etc.Cargo Loss Prevention, Containerisation, Multi-Modal Transport, ICDS etc. Hull Insurance (In Brief): Introduction & Hull Practices. – Types of Vessels, Valuation Aspects. – Types of Policies. – Clauses: Hull; – Underwriting Aspect & Rating. – Claim Aspects; Maritime Frauds.

Suggested Readings:

- 1) Marine Insurance, Marine underwriting and Marine Claims from I.I.I.
- 2) Marine Insurance by Evamy & Hardy
- 3) General Insurance by ICFAI

DETAILED COURSE CONTENTS

**FIFTH
TRIMESTER**

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I)

Marketing of Services

Course Code: MS (B&I) 501

Credits –3

Objective: To enable students to apply marketing concepts and principles to the unique challenges and opportunities of services marketing to create customer value.

Content: Meaning and nature of services, classification of services, Customer Expectations and Perceptions; Defining and Measuring Service Quality (Servequal and Servepref); GAPs Model; Defining and Measuring Customer Satisfaction.

Services Design and Development; Service Blueprinting; Service Process; Physical Evidence and Servicescape. Pricing of services

Services Distribution Management; Managing the Integrated Services Communication Mix; Managing Services Personnel. Marketing,

CRM- Customer Relationship Management- Concept and principles, Relationship Building strategies, Banking services and Insurance Services. Services Marketing in Banking and Insurance emerging trends in financial services retailing.

Suggested Readings:

- 1) Services Marketing, Valarie A. Z. and Mary, J. B. (2004). (Tata McGraw Hill, Delhi.)
- 2) Service Marketing: People, Christopher, H. L. & Wirtz, J. (5th ed., 2004) Technology, Strategy. (Pearson Education.)
- 3) Marketing Decision Making, Concept and Strategy (1980), Cravens, Hills & Wooddruff, (Richard D. Irwin, Inc. Homewood, Illinois 60430 USA.
- 4) Marketing Management: Analysis, Planning, Implementation and Control (1993), Philip Kotler, (Prentice Hall of India Pvt. Ltd.)
- 5) Marketing Services. (1991), Leonard L. Berry and A. Parasuraman, (The Free Press, A Division of Macmillan, Inc., 866 Third Avenue, NY 10022.
- 6) Intellectual Capital (1998), Thomas A Stewart,
- 7) Kotler on Marketing (1999), Philip Kotler, (The Free Press, 12130 The Avenue of Americas, Ny 10020.
- 8) Essential of Service Marketing: Concepts Strategies and Cases, Hoffman, K. D. J. & Bateson, E.G. (2003). (Thomson South Western.)
- 9) Services Marketing, David, L. K. and Kenneth, E. C. (2003). (Biztantra, New Delhi.)

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I)

Business Communication Skills and Personality Development

Course Code: MS (B&I) 502

Credits –2

Objective : To prepare student achieve effective understanding and communication skills needed for managerial responsibility.

CONTENT:

Concept of Beliefs and Values and how they determine our Behaviour; McGregor's theory X and theory Y orientations and how they shape our Attitudes towards people-

Concept of Perception-one-way and two-way communications and the effect it has on people to produce desired results and productivity-how inadequate and incomplete communications lead to rumours and dysfunctional behaviours-the need for shared objectives and values for effective communications-the art of listening and enhancing understanding when relating with other people.

Understanding inter-personal relations styles and learning skills to communicate effectively-Learning dynamics of intra and inter-group behaviour, resolving conflicts and getting operation and commitment from colleagues –building trust and collaboration

Developing Presentation skills to create impact-use of presentation aids; developing objectives, handling objections and some facilitation skills. All this leading to personality development.

Suggested Readings :

- 1) Effective Communication, Adair, J. (2003). (Pan Mcmillan)
- 2) Excellence in Business Communication. McGraw Hill, New York.
- 3) Business Communications: From Process to Product, Bowman, J.P. & Branchaw, P.P. (1987). Dryden Press, Chicago.
- 4) The Essence of Effective Communications, Ludlow, R. & Panton, F. (1998). Prentice Hall of India Pvt. Ltd

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I)

Treasury Operations and Risk Management

Course Code: MS (B&I) 503

Credits –3

Objective: To learn concepts and functions related to treasury management, acquire knowledge and understanding of financial risk management.

Content:

Financial Markets- Money Market – Need for the Market – Instruments of Money Markets, Types of Interest Rate Quotations, Treasury Management, Objectives of Treasury, structure & Organization , Functions and Responsibility of Treasurer, Cost Centre, Profit centre, Integrated Treasury, Planning and Control, Liquidity Management CRR/CCIL/RTGS, Implication of Treasury on International Banking, Regulations, Supervision and Compliance of Treasury operations , Role of RBI, Bond Dynamics, Fixed Income Securities, other Capital Market Instruments. Accounting Valuation and Elimination of Exposures, Role of Information Technology in Treasury Management. Forex Market Derivative Markets – Futures, Options, Swaps Foreign Exchange Markets – Role of Banks in the Market – Spot And Forward Mechanism, Swap, Outright Deals And Dealer Operations – Premium And Discount, New Instruments, forex valuation, Risk Management., Risk Definition – Risk Measurement and Control, Asset Liability Management, Risk Hedging – Derivatives –Basel II – Challenges and Implementation Role of Mid Office/Risk Management Department

Suggested Readings:

- 1) Book Published By Institute of Banking And Finance –Theory & Practice of Treasury and Risk Management in Banks- By Taxman Publications Pvt Ltd.
- 2) Foreign Exchange Handbook -- H P Bhardwaj
- 3) Foreign Exchange, Intl Finance & Risk Management by A.V.Rajwade

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I)

Mergers, Acquisitions and Corporate Restructuring

Course Code: MS (B&I) 504

Credits –3

Objectives: Liberalized economy has generated many opportunities of combining businesses to create wealth. The fundamental aim of the course is to prepare students to take advantage of the current scenario and understand how mergers, acquisition and corporate restructuring is implemented.

Course Contents:

Legal Aspects of Mergers/ Amalgamation and, Acquisition/Labour, Provisions of Companies Act, Regulation by SEBI, Takeover Code: Scheme of Amalgamation, Approval from Court.

Valuation of a Business; Methods of Valuation – Cashflow Basis, Earning Potential Basis, Growth Rate, Market Price etc. Motives for Merger; Financial Evaluation, Types of Mergers.

Computation of Impact on EPS and Market Price, Determination of Exchange Ratio, Impact of Variation in Growth of the Firms, MBO, LBO, Boot Strapping; Financing of Merger.

Defence Against Hostile Takeover, Poison Pill, Bear Hug, Greenmail, Pacman. Post Merger H.R. and Cultural Issues. Criteria for Negotiating for Friendly Takeover.

Suggested Readings:

- 1) J. Fred Westan (2001). Mergers and Acquisitions. Tata McGraw Hill.
- 2) Ramanujan, S. (2000). Mergers: The New Dimensions for Corporate Restructuring. Tata McGraw Hill.
- 3) Harvard Business Review on Mergers and Acquisitions (2001).
- 4) Successful Mergers, Acquisitions, and Strategic Alliances: How to Bridge Corporate Cultures, Irene Rodgers. (2002) Tata McGraw Hill.
- 5) Depamphilis Donald (2001). Mergers Acquisitions and Other Restructuring Activities. Academics Press.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I)

Security Analysis and Investment Management

Course Code: MS (B&I) 505

Credits –3

Objectives: The basic objective of the course is to acquaint the students in respect to the investment decisions related to financial assets, the risks and the returns involved, to make aware about the functioning of securities market alongside the theories and concepts involved in portfolio management.

Course Contents:

Investment: Meaning, Nature and Scope, Decision Process; Environment; Investment Risks – Interest Risk, Market Risk, Inflation Risk, Default Risk, etc; Valuation of Securities. Notion of Dominance.

Techniques of Risk Measurement and their Application and Portfolio Evaluation. Concept of Beta, Classification of Beta-Geared and Ungeared Beta, Project Beta, Portfolio Beta, Securities Market line, Capital Market Line, Portfolio Revision, Portfolio Reconstruction.

Security Analysis: Fundamental Analysis; Economy, Industry and Company Analysis; and Technical Analysis; Efficient Market Hypothesis; Dow Jones Theory; Measurement of Systematic and Unsystematic Risk.

Portfolio Analysis, Portfolio Selection and Portfolio Theories – Markowitz Model and Capital Assets Pricing Model. Portfolio Revision and Performance Evaluation of Managed Portfolios. Sharp Ratio; Treynor Ratio; Jensen's Alpha.

Suggested Readings:

- 1) Bhalla, V.K. (9th ed., 2003). Investment Management; Security Analysis and Portfolio Management. S. Chand & Co. Ltd.
- 2) Chandra Prasanna (2002). Investment Analysis and Portfolio Management. Tata McGraw Hill, New Delhi.
- 3) Avdhani, V.A. (6th ed., 2003). Security Analysis and Portfolio Management. Himalaya Publishing House.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I)

Life Insurance Underwriting & Legal Aspects

Course Code: MS (B&I) 506

Credits –3

Objective: To impart sound understanding of the practice of Life Insurance underwriting. The inter relationships of underwriting to firm's Solvency, Key Factors Affecting Insurability, Regulatory Aspects.

Content: Significance of underwriting & pricing, Assumptions on pricing and other contingency risks to solvency & their inter relationship with underwriting. Underwriting Basics: Importance of sound underwriting; Adverse Selection and Persistency – Actuarial Principles, Organization of underwriting: Principles of being Equitable to Policy Holders, Underwriting Philosophy & Guidelines: Risk classes & risk assessment factors in individual assurance factors in individual assurance underwriting, Risk Assessment Factors: in group underwriting renewal cases underwriting Regulations & requirements, Field underwriting , Tele underwriting, Sources of underwriting information – Proposal Form, Personal Statement & Medical Report, Table of Underwriting Requirements, Making an underwriting decision: The numerical rating system, policy issue, postponement, Declinature of proposal rationale, Group Life Insurance Underwriting, Technology in underwriting, common underwriting lapses ad their impact

Suggested Readings:

- 1) Life Insurance Underwriting by I.I.I.
- 2) Life Insurance volume I, II & III by ICFAI
- 3) Life & Health Insurance by Skipper & Black
- 4) Principles of Risk Management ad Insurance by George Rejda (Pearson Education)

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I)

Motor Insurance (OD and TP)

Course Code: MS (B&I) 507

Credits –3

Objective: To familiarize students with rules, regulations, practices, scope and claims management pertaining to Motor insurance including loss minimization aspects.

Content: History; Importance of automobile insurance in India, Legal provisions: Motor Vehicles Act and Motor Vehicles Rules, Applicability; Definitions, Licensing of Drivers of Motor Vehicles; Registration of motor vehicles and Transfer, Control of transport vehicles, Construction, equipment & maintenance of motor vehicles, Control of Traffic, Insurance of Motor vehicles against third party risks, Liability without fault in certain cases, Anatomy of a Motor Car, Classification of Motor Vehicles, Type of policies, Endorsements and their importance, Motor Own Damage Claims, Procedures and Claim Management, Loss control Measures, Motor Third Party Claims, Procedures including relevant provisions MV Rules and HV Rules, Lok Adalats and Conciliations, Jald Rahat Yojna, Loss Control.

Suggested Readings:

- 1) Motor Insurance IC-72 by Insurance Institution of India
- 2) Motor Vehicle Act
- 3) Claims Procedural Manuals of Insurance Companies
- 4) Technical procedural manuals of Insurance Companies

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I)

Engineering, Liability and Aviation Insurances

Course Code: MS (B&I) 508

Credits –3

Objective: To make students conversant with the background of these insurances including general aspects, rules & regulations and tariff applications and also scope of various policies issued therefore. This will include claim practices.

Content: Introduction to Engineering Aviation & Liability Insurances & General Aspects, Type of Policies, scope, exclusions, Conditions, add-ons Underwriting & Rating Aspects. Clauses & Endorsements: Inspection Survey and its importance Loss Prevention Aspects, Engineering Claims: Procedures & Practices, Loss Survey & Assessment Aspects. Reinsurance Aspects,

Suggested Readings:

- 1) Engineering & Liability Insurances by III
- 2) Aviation Insurance by III

DETAILED COURSE CONTENTS

SIXTH
TRI-MESTER

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I)

Business Ethics and Corporate Social Responsibility

Course Code: MS (B&I) 601

Credits –3

Objective: To make students realize the need and importance of ethical issues and how business should be led based on ethical principles and an ethical mindset.

Ethics and Corporate Governance: Definition, Concept of: Righteousness, Fairness, Honesty, Integrity, Human Dignity, Intellectual Honesty. Principles and Values: - Concept and Difference. Concept of Ordinary Justice, Distributive Justice. Principles for Managerial Ethics, Rights of a common citizen, Corruption in Business and Administration. Independent Directors on the Board, independent roles of Chairman and Managing Director, Transparent Managerial Appraisal System, Transparency in Audits, Audit Standards to be followed. Full compliance of regulations in Letter and Spirit. What is mindset and how principle driven Leadership should be followed for ethical running of business.

Corporate Social Responsibility (CSR): Who is responsible? Conflict of Interest, Conduct of Individuals and organizations, Role of Corporation/Business vis-à-vis Society, Difference between charity & Philanthropy. Provide Safe Working Condition, Safety Standards in Organization, Safety Standard Implementation, Implementation of proper grievance procedure for Safety Issues. Ensuring clean environment and no discharge of unsafe effluents in atmosphere. Complete compliance with safety and effluent regulations. Provide education for safety, health and environment in the organization.

Suggested Readings:

- 1) Business Ethics – CVS, Murthy (Himalaya Publishing House)
- 2) Business Environment – Bedi, Suresh (Excel Book)
- 3) Bhagwat Gita
- 4) Times of India - Editorial columns, Sunday columns, Sunday 'Mind over Matter'
- 5) Manual of Business Law – Maheshwari, S.N.(Himalaya Publishing).

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I)

Major Project

Course Code: MS (B&I) 602

Credits –15

Every student will be assigned a project at the end of the Fourth Semester and it will be pursued by him/her under the supervision of an internal supervisor. The Project Reports (in duplicate) along with one soft copy will be submitted by the students prior to the date of the commencement of the End-Term Examinations for the Sixth Semester. The format of the report is given below:

- Objective of the Research Undertaken
- Literature Review
- Research Methodology
- Data Analysis
- Findings and Conclusions
- Bibliography
- Appendices – to include questionnaire, if any

The student shall be required to submit progress reports as per the schedule to be announced by the School for assessment by the project guide.

The Project shall be evaluated by External and Internal Examiners separately from out of 60 and 40 marks respectively. The internal assessment shall be done on the basis of a presentation by the student as per the assessment schedule to be decided and announced by the School. The external assessment shall be done on the basis of Viva Voce and the project report.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I)

Strategic Management

Course Code: MS (B&I) 603

Credits –3

Objective: To develop an understanding of the Strategic Management process in a dynamic and competitive global environment.

Course Contents:

Nature of Strategic Management: Concept of Strategy; Mintzberg's 5Ps of Strategy; Strategic Decision Making; Strategic Management Process; Strategists and their roles.

Strategy Formulation: Concept of Stretch, Leverage and fit; Vision Mission, Goals and Objectives; Need for Balanced Scorecard; External Environmental Analysis; Analysing Companies Resource in Competitive Position; SWOT Analysis; Grand Strategies; Porter's Generic Strategies; Strategies for competing in Global Markets; Strategic Analysis and Choice – BCG, GE, Directional Policy and Hofer's Matrices; Industry and Competitive Analysis. Concept of Value Chain, Strategic Alliances.

Strategy Implementation: Resource Allocation; Structural Considerations and Organisational Design; Leadership and Corporate Culture; Fundamental and Operational Strategies; Plans and Policies.

Strategy Evaluation: Importance and Nature of Strategic Evaluation; Strategic and Operational Control; Evaluation Process for Operational Control; Evaluation Techniques for Strategic and Operational Control.

Suggested Readings:

- 1) Arthur, A, Thomson and Strickland, A. J. (2002). Strategic Management – Concept and Cases. Tata McGraw Hill, New Delhi.
- 2) Glueck, W. T. and Lawrence, R. Jauch (2003). Business Policy and Strategic Management. Frank Bros & Co.
- 3) Azhar Kazmi (2004). Business Policy and Strategic Management. Tata McGraw Hill, New Delhi.
- 4) Henry, Mintzberg, Bruce, Ahlstrand and Joseph, Lampel (1998). Strategy Safari. Free Press, New York.
- 5) Gary, Hamel and Prahalad, C. K. (1999). Competing for the Future. HBS Press.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I)

Financial Derivatives

Course Code: MS (B&I) 604

Credits –3

Objectives: With introduction of derivatives in India in 2001, importance of understanding the same by students of finance has become indispensable. The course aims at building conceptual and practical understanding of dealing in derivatives market.

Course Contents:

Types of Derivative: World Derivatives Markets; Derivatives Trading in India, Types of orders, Risks of Derivatives, Role of SEBI, Commodity Derivatives.

Option Contract: Equity options; Index options; Valuation of option: Binomial Option Pricing Model; Hedge Ratio; Theoretical Minimum Value of an Option; Black Scholes Options Pricing Model; Impact of Corporate Benefits like Bonus Shares/ Dividend on Option Values.

Future Contracts: Value at risk, Comparison of Future Contract with Forward Contracts and Backwardation & Contango, Forward Contracts Hedgers, Speculators and Arbitrageurs, Future Options; Badla System; Index Futures.

Other Derivatives: Swaps; Classification of Swaps; Interest Rate Swaps, Currency, Swaps; Current Status of Interest Rate Swaps in India – T Bill Futures; Foreign exchange futures.

Suggested Readings:

- 1) John, Hull (5th ed., 2004). Options Futures and Other Derivatives. Prentice Hall of India.
- 2) Vohra, N.D. and Bagri, B.R. (2nd ed., 2003). Futures and Options. Tata McGraw Hill.
- 3) Gupta, S.K. (2005). Financial Derivatives. Prentice Hall of India.
- 4) Questa (2004). Financial Derivatives, Value at Risk and Financial Engineering. McGraw Hill, U.K.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (B&I)

International Banking

Course Code: MS (B&I) 605

Credits –3

Objective: To familiarise students with the importance and techniques used for effective management of foreign exchange and international banking

Content: Global Trends and Developments in International Banking - International Financial Centres, Cross Border Finance, Bank Debt in International Markets, Offshore Market. Capital Market in International Financial Market, Offshore Banking Units, SEZ - International Financial Institutions – IMF, IBRD, BIS, IFC, ADB, WTO -Forfaiting And Factoring., Avalising and Bankers acceptance.

NRI Accounts – Indian Rupee And Foreign Currency Accounts RFC Accounts, RFC (Domestic) Accounts – EEFC Accounts, Documentary Letters of Credit – UCPDC 600 Correspondent Banking – NOSTRO, VOSTRO, Mirror Accounts Etc , Foreign Investment in India

Suggested Readings:

- 1) Foreign exchange, International Finance, Risk management Book By A.V.Rajwade, Academy of Business Studies Edtn. New Revised 4th edition august 2004. February 2006
- 2) Fundamentals of International Banking by Roop Narayan Bose, Macmillan India Pvt Ltd. 2007
- 3) Compendium on Policies, Incentives and Investment opportunities for Overseas Indians- Govt. of India

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I)

Life Insurance Schemes

Course Code: MS (B&I) 606

Credits –3

Objective: To provide knowledge on various aspects of superannuation, group and social welfare schemes

Content: Life Insurance Schemes; Group, Pension, Annuity, Retirement, social etc. Concepts of various group and retirement schemes such as pension. Gratuity, annuity, GSLIP and other schemes including social and micro insurance schemes, rules, regulations, provisions, benefits, rating techniques and methods of funding. Taxation provisions and other aspects related thereto.

Suggested Readings:

- 1). Group and Retirement Benefits Schemes (IC-83) by Insurance Institute of India.
- 2). Pension Schemes and Retirement Benefits- Hosking.
- 3). Pension Planning (8th Edition), Allen, Melone, Rosenbloom and Van Derher (1997) (Irwin McGraw – Hill).
- 4). ICFAI Publications Group & Health Insurance Vol. I, II & III.
- 5). Group Life Insurance by Dr. D.W. Gregg.
- 6). Fundamental of Private pension-7th Edition, McGill. B., Haley and Schieber (1996), (University of Pennsylvania Press, Phila, Pa.)

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I)

Rural and Miscellaneous Insurance

Course Code: MS (B&I) 607

Credits –3

Objective: To familiarize students with rules, regulations, practices, scope and claims management per training to these classes of insurance with particular reference to package policies.

Course Contents:

Miscellaneous Insurances:

Background, Scope, Common features, Exclusions, Add-ons, Conditions, Underwriting considerations and Rating aspects of: Personal accident, Health, All Risk, Baggage TV/Video, Gun, Pedal Cycle, Cell phone, Commercial Fidelity Guarantee, Burglary, Plate Glass, Lift, Money, Neon Sign insurances, Package Products such as House Holders/Sweet Home, Sampoon Suraksha, Shopkeepers, Office Umbrella, LPG Trader's Combined, Jeweller's Block, Hoteliers, Banker's Blanket, Doctors, Stock Brokers, Golfers. Other package and Special Products & Related aspects: Kidnap & Ransom Ins. Special Contingency Policies & Related Aspects. other miscellaneous products & their Analysis. Claim procedure and Loss minimization aspects. Acceptance Limits.

Rural Insurances

Background of Rural Insurances, Regulatory Requirements & Funding Schemes, Types of Policies (Classification), Scope, Exclusions, Conditions, Rating and underwriting aspects of various rural products such as Agriculture Pumpset, Animal Driven Cart, Camel. Insurance for Village Artisans. Cycle Riskshaw. Domestic Pumpset. Elephant. Failed Well. Fish & Aqua Culture, Freshwater fishes. Gramin & Janta Personal Accident (Individual or Group). Honey Bee, Horse/Pony/Mule/Donkey. Livestock., Pig, Poultry/Duck, Prawn & Blackish Water. Rabbit, Sheep and Goat, Silkworm, Tiny Sector Industries. Kisan Package and Agriculture & Weather Insurances, Claim Settlements Procedure for Rural Agriculture & Weather Insurance Covers including micro insurances.

Suggested Readings:

- 1). General Insurance(IC-34) by Insurance Institute of India.
- 2). General Insurance by ICFAI
- 3). Agriculture Insurance (IC-71) by I.I.I.
- 4). Personal Accident, Sickness & Miscellaneous Insurances (IC-73)
By I.I.I
- 5). Miscellaneous Insurance (IC-78) by I.I.I.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (B&I)

Insurance Claims Management (Life and Non-Life)

Course Code: MS (B&I) 608

Credits –3

Objective: To familiarize students with rules, regulations, practices, scope and claims management pertaining to Life and Non-life insurances.

Content: Importance, concept and classification of claims, claims management procedure and system for different types of claims, role of Intermediaries and surveyor, importance of investigations and role of Investigators, regulatory and legal aspects of Claims Management, relevance of different claim-documents, disputed and complicated claims and grievance redressal mechanism including reference to arbitration

Suggested Readings:

- 1) Life and Health Insurance, Black, Jr. Kenneth and Horold Skipper, (13th Edition), Pearson (Indian Economy Edition).
- 2) Rejda, George, (13th Edition), Principles of Risk Management and Insurance, Economy Indian Edition).
- 3) Insurance Institute of Indian Course wares
- 4) Risk Management and Insurance, Trieschman, Gustavson and Hoyt, Western College, Cincinnati, Ohio.
- 5) Life Insurance, ICFAI Course Book, Vol. I, II, II (LBRARO).
- 6) Life Insurance, S. Heubner (LBRARO).
- 7) Claims Management, ICFAI Vol. I & II.
- 8) Insurance Laws (Universal Law Pub. Delhi).
- 9) Law of Insurance by Avtar Singh (Eastern Book Co, Delhi).
- 10) Principles of Insurance Law by M.N.Srinivasan (Wadhwa & Co, Nagpur).
- 11) Insurance Law Manual (Taxmann, Delhi). 5. IC-87
- 12) Law and Economics of Insurance (Insurance Institute of India).
- 13) Handbook of Insurance Claims by S.P.Gupta (Consultech Services)
- 14) Practice of General Insurance IC-11 (I.I.I.)
- 15) Practice of Life Insurance by I.I.I.
- 16) Claims Manuals of Insurance Companies
- 17) Law of Insurance by Avtar Singh (Eastern Book Co, Delhi).
- 18) Principles of Insurance Law by M.N.Srinivasan (Wadhwa & Co)
- 19) . Insurance Law Manual (Taxmann, Delhi).
- 20). Law and Economics of Insurance – I.C.87 (I.I.I.)
- 21). Technical and Claims Procedural Manuals of Insurance Cos.