Presidency School of Management

Master of Business Administration

MBA (Banking and Finance Management)

Program Regulations and Curriculum

2025-2027

Based on Choice Based Credit System (CBCS) and Outcome Based Education (OBE)

Regulation No.: PU/AC-26.22/PSOM19/MBF/2025-27

Resolution No 26.22 of the 26th Meeting of the Academic Council held on 25th July 2025, and ratified by the Board of Management in its 27th Meeting held on 28th July, 2025.

July-2025

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PART A – PROGRAM REGULATIONS AND CURRICULUM

1. Vision & Mission of the University and the School / Department:

1.1 Vision of the University:

To be a Value-driven Global University, excelling beyond peers and creating professionals of integrity and character, having concern and care for society.

1.2 Mission of the University:

- Commit to be an innovative and inclusive institution by seeking excellence in teaching, research and knowledge-transfer.
- Pursue Research and Development and its dissemination to the community, at large.
- Create, sustain and apply learning in an interdisciplinary environment with consideration for ethical, ecological and economic aspects of nation building.
- Provide knowledge-based technological support and services to the industry in its growth and development.
- To impart globally-applicable skill-sets to students through flexible course offerings and support industry's requirement and inculcate a spirit of new-venture creation.

1.3 Vision of the School:

To inspire and develop responsible leaders who generate meaningful and lasting impact on businesses, communities, and society

1.4 Mission of the School:

Our mission is to provide students with the knowledge, skills, and ethical foundation needed to lead with integrity and drive sustainable change in business and society

2. Preamble to the Program Regulations and Curriculum

This is the subset of Academic Regulations and it is to be followed as a requirement for the award of Master of Business Administration (MBA-Banking and Finance Management) Degree.

The Curriculum is designed to take into the factors listed in the Choice Based Credit System (CBCS) with focus on Social Project Based Learning, Industrial Training, and Internship to enable the students to become eligible and fully equipped for employment in industries, choose higher studies or entrepreneurship.

In exercise of the powers conferred by and in discharge of duties assigned under the relevant provision(s) of the Act, Statutes and Academic Regulations of the University, the Academic Council hereby makes the following Regulations.

3. Short Title and Commencement:

a. These Regulations shall be called the Master of Business Administration (MBA-Banking and Finance Management) Program Regulations and Curriculum 2025-2027.

b. These Regulations are subject to, and pursuant to the Academic Regulations.
c. These Regulations shall be applicable to the ongoing Master of Business Administration (MBA-Banking and Finance Management) Programs of the 2025-2027 batch, and to all other Master of Business Administration (MBA-Banking and Finance Management) Programs which may be introduced in future.
d. These Regulations shall supersede all the earlier Master of Business Administration (MBA-Banking and Finance Management) Program Regulations and Curriculum, along with all the amendments thereto.
e. These Regulations shall come into force from the Academic Year 2025-2026.

4. Definitions

In these Regulations, unless the context otherwise requires:

a. *"Academic Calendar" means the schedule of academic and miscellaneous events as approved by the Vice Chancellor;*
b. *"Academic Council" means the Academic Council of the University;*
c. *"Academic Regulations" means the Academic Regulations, of the University;*
d. *"Academic Term" means a Semester or Summer Term;*
e. *"Act" means the Presidency University Act, 2013;*
f. *"AICTE" means All India Council for Technical Education;*
g. *"Basket" means a group of courses bundled together based on the nature/type of the course;*
h. *"BOE" means the Board of Examinations of the University;*
i. *"BOG" means the Board of Governors of the University;*
j. *"BOM" means the Board of Management of the University;*
k. *"BOS" means the Board of Studies of a particular Department/Program of Study of the University;*
l. *"CGPA" means Cumulative Grade Point Average as defined in the Academic Regulations;*
m. *"Clause" means the duly numbered Clause, with Sub-Clauses included, if any, of these Regulations;*
n. *"COE" means the Controller of Examinations of the University;*
o. *"Course In Charge" means the teacher/faculty member responsible for developing and organizing the delivery of the Course;*
p. *"Course Instructor" means the teacher/faculty member responsible for teaching and evaluation of a Course;*
q. *"Course" means a specific subject usually identified by its Course-code and Course-title, with specified credits and syllabus/course-description, a set of references, taught by some teacher(s)/course-instructor(s) to a specific class (group of students) during a specific Academic Term;*
r. *"Curriculum Structure" means the Curriculum governing a specific Degree Program offered by the University, and, includes the set of Baskets of Courses along with minimum credit requirements to be earned under each basket for a degree/degree with specialization/minor/honors in addition to the relevant details of the Courses and Course catalogues (which describes the Course content and other important*

information about the Course). Any specific requirements for a particular program may be brought into the Curriculum structure of the specific program and relevant approvals should be taken from the BOS and Academic Council at that time.

s. *"DAC" means the Departmental Academic Committee of a concerned Department/Program of Study of the University;*

t. *"Dean" means the Dean / Director of the concerned School;*

u. *"Degree Program" includes all Degree Programs;*

v. *"Department" means the Department offering the degree Program(s) / Course(s) / School offering the concerned Degree Programs / other Administrative Offices;*

w. *"Discipline" means specialization or program of MBA Degree Program;*

x. *"HOD" means the Head of the concerned Department;*

y. *"L-T-P-C" means Lecture-Tutorial-Practical-Credit – refers to the teaching – learning periods and the credit associated;*

z. *"MOOC" means Massive Open Online Courses;*

aa. *"MOU" means the Memorandum of Understanding;*

bb. *"NPTEL" means National Program on Technology Enhanced Learning;*

cc. *"Parent Department" means the department that offers the Degree Program that a student undergoes;*

dd. *"Program Head" means the administrative head of a particular Degree Program/s;*

ee. *"Program Regulations" means the Master of Business Administration (MBA) Degree Program Regulations and Curriculum, 2025-2027;*

ff. *"Program" means the Master of Business Administration (MBA) Degree Program;*

gg. *"PSOM" means the Presidency School of Management;*

hh. *"Registrar" means the Registrar of the University;*

ii. *"School" means a constituent institution of the University established for monitoring, supervising and guiding, teaching, training and research activities in broadly related fields of studies;*

jj. *"Section" means the duly numbered Section, with Clauses included in that Section, of these Regulations;*

kk. *"SGPA" means the Semester Grade Point Average as defined in the Academic Regulations;*

ll. *"Statutes" means the Statutes of Presidency University;*

mm. *"Sub-Clause" means the duly numbered Sub-Clause of these Program Regulations;*

nn. *"Summer Term" means an additional Academic Term conducted during the summer break (typically in June-July) for a duration of about eight (08) calendar weeks, with a minimum of thirty (30) University teaching days;*

oo. *"SWAYAM" means Study Webs of Active Learning for Young Aspiring Minds.*

pp. *"UGC" means University Grants Commission;*

qq. *"University" means Presidency University, Bengaluru; and*

rr. *"Vice Chancellor" means the Vice Chancellor of the University.*

5. Program Description:

The Master of Business Administration (MBA-Banking and Finance Management) Program Regulations and Curriculum 2025-2027 are subject to, and, pursuant to the Academic Regulations. These Program Regulations shall be applicable to the following ongoing Master of Business Administration (MBA-Banking and Finance Management) Programs of 2025-2027 offered by the Presidency School of Management (PSOM):

1. Master of Business Administration (MBA)

    1.1 Master of Business Administration (FinTech)

    1.2 Master of Business Administration (Applied Artificial Intelligence)

2. Master of Business Administration (Business Analytics)

3. Master of Business Administration (Digital Marketing)

4. Master of Business Administration (Marketing & Finance)

5. Master of Business Administration (Banking & Finance Management)

5.1 These Program Regulations shall be applicable to other similar programs, which may be introduced in future.

5.2 These Regulations may evolve and get amended or modified or changed through appropriate approvals from the Academic Council, from time to time, and shall be binding on all concerned.

5.3 The effect of periodic amendments or changes in the Program Regulations, on the students admitted in earlier years, shall be dealt with appropriately and carefully, so as to ensure that those students are not subjected to any unfair situation whatsoever, although they are required to conform to these revised Program Regulations, without any undue favor or considerations:

6. Minimum and Maximum Duration:

6.1 Master of Business Administration (MBA-Banking and Finance Management) Degree Program is a Two-Year, Full-Time Semester based program. The minimum duration of the MBA-Banking and Finance Management is two (02) years and each year comprises of two academic Semesters (Odd and Even Semesters) and hence the duration of the MBA- Banking and Finance Management program is four (04) Semesters.

6.2 A student who for whatever reason is not able to complete the Program within the normal period or the minimum duration (number of years) prescribed for the Program, may be allowed a period of two years beyond the normal period to complete the mandatory minimum credits

requirement as prescribed by the concerned Program Regulations and Curriculum. In general, the permissible maximum duration (number of years) for completion of Program is 'N' + 2 years, where 'N' stands for the normal or minimum duration (number of years) for completion of the concerned Program as prescribed by the concerned Program Regulations and Curriculum.

6.3 The time taken by the student to improve Grades/CGPA, and in case of temporary withdrawal/re-joining (Refer to Clause 16.1 of Academic Regulations), shall be counted in the permissible maximum duration for completion of a Program.

6.4 In exceptional circumstances, such as temporary withdrawal for medical exigencies where there is a prolonged hospitalization and/or treatment, as certified through hospital/medical records, women students requiring extended maternity break (certified by registered medical practitioner), and, outstanding sportspersons representing the University/State/India requiring extended time to participate in National/International sports events, a further extension of one (01) year may be granted on the approval of the Academic Council.

6.5 The enrolment of the student who fails to complete the mandatory requirements for the award of the concerned Degree (refer Section 19.0 of Academic Regulations) in the prescribed maximum duration (Sub-Clauses 18.1 and 18.2 of Academic Regulations), shall stand terminated and no Degree shall be awarded.

7. Program Educational Objectives (PEO)

After two years of successful completion of the program, the graduates shall be:

PEO1: Industry ready graduates having high integrity, social responsibility & leadership capabilities.

 PEO2: Enhanced with analytical skills and design thinking approach to solve business problems.

PEO3: Able to foster entrepreneurial mind set through creativity and innovation.

PEO4: Enabled graduates to engage in and benefit from lifelong learning.

8. Program Outcomes (PO) and Program Specific Outcomes (PSO)

8.1 Program Outcomes (PO)

On successful completion of the Program, the students shall be able to:

PO1: An ability to lead themselves and others to achieve organizational goals contributing effectively to a team environment.

PO2: An ability to integrate functional knowledge and apply managerial skills in changing business environment.

PO3: An ability to identify real life problems in different management functions and solve them through strategic planning, critical thinking and innovation.

PO4: An ability to identify and evaluate business ideas and opportunities.

PO5: An ability to make data driven decisions and effectively communicate to different stakeholders.

PO6: An ability to evaluate and integrate ethical and societal considerations when making business decisions.

PO7: An ability to demonstrate commitment to continuous learning.

8.2 Program Specific Outcomes [PSOs]:

On successful completion of the Program, the   students shall be able to:

On successful completion of the Master of Business Administration (MBA-Banking and Finance Management) program from Presidency University, the student shall possess:

PSO 1: Understand the operational aspects of banking, including retail banking, corporate banking, and treasury management, to manage and improve banking processes and customer service

PSO 2: Explore the role of technology in financial services, including the impact of FinTech innovations on traditional banking and finance, and how to leverage these technologies for competitive advantage

PSO 3: Analyze financial statements and reports to assess the financial health of organizations

PSO 4: Analyze corporate financial strategies, including capital structure, financing decisions, and valuation techniques, to optimize business performance and shareholder value

PSO 5: Uphold ethical standards and corporate governance practices in all financial dealings, ensuring transparency, accountability, and trust in financial services.

9. Admission Criteria (as per the concerned Statutory Body)

The University admissions shall be open to all persons irrespective of caste, class, creed, gender or nation. All admissions shall be made on the basis of merit in the qualifying examinations; provided that forty percent of the admissions in all Programs of the University shall be reserved for the students of Karnataka State and admissions shall be made through a Common Entrance Examination conducted by the State Government or its agency and seats shall be allotted as per the merit and reservation policy of the

State Government from time to time**.** The admission criteria to the MBA-Banking and Finance Management Program is listed in the following Sub-Clauses:

9.1 An applicant must have a graduation degree in any field from a recognized university with a minimum of 50% marks in the qualifying examination for the general category or 45% marks for SC/ST and other reserved categories and must have appeared in any national or state-level entrance examination such as CAT, XAT, MAT, CMAT, ATMA, or KMAT.

9.2 Reservation for the SC / ST and other backward classes shall be made in accordance with the directives issued by the Government of Karnataka from time to time.

9.3 Admissions are offered to Foreign Nationals and Indians living abroad in accordance with the rules applicable for such admission, issued from time to time, by the Government of India.

9.4 Candidates must fulfil the medical standards required for admission as prescribed by the University.

9.5 If, at any time after admission, it is found that a candidate had not in fact fulfilled all the requirements stipulated in the offer of admission, in any form whatsoever, including possible misinformation and any other falsification, the Registrar shall report the matter to the Board of Management (BOM), recommending revoking the admission of the candidate.

9.6 The decision of the BOM regarding the admissions is final and binding.

10. Transfer of student(s) from another recognized University to the 2nd year (3rd Semester) of the MBA-Banking and Finance Management Program of the University

A student who has completed the 1st Year (i.e., passed in all the Courses / Subjects prescribed for the 1st Year) of the MBA-Banking and Finance Management Two-Year Degree Program from another recognized University, may be permitted to transfer to the 2nd Year (3rd Semester) of the MBA-Banking and Finance Management Program of the University as per the rules and guidelines prescribed in the following Sub-Clauses:

6.1

6.2

10.1.1 The student shall submit the Application for Transfer along with a non-refundable Application Fee (as prescribed by the University from time to time) to the University no later than July of the concerned year for admission to the 2nd Year (3rd Semester) MBA-Banking and Finance Management Program commencing on August on the year concerned.

10.1.2 The student shall submit copies of the respective Marks Cards / Grade Sheets / Certificates along with the Application for Transfer.

10.1.3 The transfer may be provided on the condition that the Courses and Credits completed by the concerned student in the 1st Year of the MBA-Banking and Finance Management Two Degree Program from the concerned University, are declared equivalent and acceptable by the Equivalence Committee constituted by the Vice Chancellor for this purpose. Further, the Equivalence Committee may also prescribe the Courses and Credits the concerned students shall have to mandatorily complete, if admitted to the 2nd Year of the MBA-Banking and Finance Management Program of the University.

10.1.4 The Program allotted to the student concerned shall be the decision of the University and binding on the student.

11. Change of Program

A student admitted to a particular Program of the MBA-Banking and Finance Management Program will normally continue studying in that Program till the completion of the program. However, the University reserves the right to provide the option for a change of Program, or not to provide the option for a change of Program, at the end of 1st Year of the MBA-Banking and Finance Management Program to eligible students in accordance with the following rules and guidelines: framed by the University from time to time.

11.1 Normally, only those students, who have passed all the Courses prescribed for the 1st Year of the MBA-Banking and Finance Management Program and obtained a CGPA of not less than 6.00 at the end of the 2nd Semester, shall be eligible for consideration for a change of Program.

11.2 Change of Program, if provided, shall be made effective from the commencement of the 3rd Semester of the MBA-Banking and Finance Management Program. There shall be no provision for change of Program thereafter under any circumstances whatsoever.

11.3 The student provided with the change of Program shall fully adhere to and comply with the Program Regulations of the concerned Program of the MBA Program, the Fee Policy pertaining to that Program of the MBA-Banking and Finance Management Program, and, all other rules pertaining to the changed Program existing at the time.

11.4 Change of Program once made shall be final and binding on the student. No student shall be permitted, under any circumstances, to refuse the change of Program offered.

11.5 The eligible student may be allowed a change in Program, strictly in order of *inter se* merit, subject to the conditions given below:

11.5.1 The actual number of students in the 3rd Semester in any particular

Program to which the transfer is to be made, should not exceed the intake fixed by the University for the concerned Program;

11.5.2 The actual number of students in any Program from which transfer is being sought does not fall below 75% of the total intake fixed by the University for the concerned Program.

11.5.3 The process of change of Program shall be completed within the first five days of Registration for the 3rd Semester of the MBA-Banking and Finance Management Program.

12. Specific Regulations regarding Assessment and Evaluation – including the Assessment Details of NTCC Courses, Weightages of Continuous Assessment and End Term Examination for various Course Categories

12.1 The academic performance evaluation of a student in a Course shall be according to the University Letter Grading System based on the class performance distribution in the Course.

12.2 Academic performance evaluation of every registered student in every Course registered by the student is carried out through various components of Assessments spread across the Semester. The nature of components of Continuous Assessments and the weightage given to each component of Continuous Assessments (refer Clause 0) shall be clearly defined in the Course Plan for every Course, and approved by the DAC.

12.3 Format of the End-Term examination shall be specified in the Course Plan.

12.4 Grading is the process of rewarding the students for their overall performance in each Course. The University follows the system of Relative Grading with statistical approach to classify the students based on the relative performance of the students registered in the concerned Course except in the following cases:

• Non-Teaching Credit Courses (NTCC)

• Courses with a class strength less than 30

Absolute grading method may be adopted, where necessary with prior approval of concerned DAC.

Grading shall be done at the end of the Academic Term by considering the aggregate performance of the student in all components of Assessments prescribed for the Course. Letter Grades (Clause of Academic Regulations) shall be awarded to a student based on her/his overall performance relative to the class performance distribution in the concerned Course. These Letter

Grades not only indicate a qualitative assessment of the student's performance but also carry a quantitative (numeric) equivalent called the Grade Point.

12.5   Assessment Components and Weightage

Table 12.5.1: Assessment Components and Weightage for different category of Courses

Theory Courses - Weightage - 60: 40						
Continuous Assessment* - 35%				Midterm	End term	Total
Assessment 1	Assessment 2	Assessment 3	Assessment 4	25%	40%	100%

Lab/CA Courses - Weightage - 75: 25					
Continuous Assessment* - 75%				End term	Total
Practice Assessment 1	Practice Assessment 2	Practice Assessment 3	Practice Assessment 4	Assessment & Viva 25%	100%

***Minimum 03 assessments.**

Skill based Courses like Industry Internship, Capstone project, Research Dissertation, Integrative Studio, Interdisciplinary Project, Summer / Short Internship, Social Engagement / Field Projects, Portfolio, and such similar Non-Teaching Credit Courses, where the pedagogy does not lend itself to a typical L-T-P-C structure.

Guidelines for the assessment components for the various types of Courses, with recommended weightages, shall be specified in the concerned Program Regulations and Curriculum / Course Plans, as applicable.
The exact weightages of Evaluation Components shall be clearly specified in the concerned PRC and respective Course Plan.

Normally, for Practice/Skill based Courses, without a defined credit structure (L–T–P-C) [NTCC], but with assigned Credits (as defined in Clause **Error! Reference source not found.**of the Academic Regulations), the method of evaluation shall be based only on Continuous Assessments. The various components of Continuous Assessments, the distribution of weightage among such components, and the method of evaluation/assessment, shall be as decided and

indicated in the Course Plan/PRC. The same shall be approved by the respective DAC.

12.6 Minimum Performance Criteria:

12.6.1 Theory only Course and Lab/Practice Embedded Theory Course

A student shall satisfy the following minimum performance criteria to be eligible to earn the credits towards the concerned Course:

a. A student must obtain a minimum of 30% of the total marks/weightage assigned to the End Term Examinations in the concerned Course.

b. The student must obtain a minimum of 40% of the AGGREGATE of the marks/weightage of the components of Continuous Assessments, Mid Term Examinations and End Term Examinations in the concerned Course.

12.6.2 Lab/Practice only Course and Project Based Courses

The student must obtain a minimum of 40% of the AGGREGATE of the marks/weightage of all assessment components in the concerned Course.

12.6.2.1 A student who fails to meet the minimum performance criteria listed above in a Course shall be declared as "Fail" and given "F" Grade in the concerned Course. For theory Courses, the student shall have to re-appear in the "Make-Up Examinations" as scheduled by the University in any subsequent semester, or, re-appear in the End Term Examinations of the same Course when it is scheduled at the end of the following Semester or Summer Term, if offered. The marks obtained in the Continuous Assessments (other than the End Term Examination) shall be carried forward and be included in computing the final grade, if the student secures the minimum requirements (as per Clause 12.6.1, 12.6.2 of Academic Regulations in the "Make-Up Examinations" of the concerned Course. Further, the student has an option to re-register for the Course and clear the same in the summer term/ subsequent semester if he/she wishes to do so, provided the Course is offered.

13 Additional clarifications - Rules and Guidelines for Transfer of Credits from MOOC, etc. – Note: These are covered in Academic Regulations.

The University allows students to acquire credits from other Indian or foreign institutions and/or Massive Open Online Course (MOOC) platforms, subject to prior approval. These credits may be transferred and counted toward fulfilling the minimum credit requirements for the award of a degree. The process of transfer of credits is governed by the following rules and guidelines:

14

13.1 The transfer of credits shall be examined and recommended by the Equivalence Committee (Refer **Error! Reference source not found.** ANNEXURE B of Academic Regulations) and approved by the Dean - Academics.

13.2 Students may earn credits from other Indian or foreign Universities/Institutions with which the University has an MOU, and that MOU shall have specific provisions, rules and guidelines for transfer of credits. These transferred credits shall be counted towards the minimum credit requirements for the award of the degree.

13.3 Students may earn credits by registering for Online Courses offered by *Study Web of Active Learning by Young and Aspiring Minds* (SWAYAM) and *National Program on Technology Enhanced Learning* (NPTEL), or other such recognized Bodies/ Universities/Institutions as approved by the concerned BOS and Academic Council from time to time. The concerned School/Parent Department shall publish/include the approved list of Courses and the rules and guidelines governing such transfer of credits of the concerned Program from time to time. The Rules and Guidelines for the transfer of credits specifically from the Online Courses conducted by SWAYAM/ NPTEL are as stated in the following Sub-Clauses:

13.3.1 A student may complete SWAYAM/NPTEL/other approved MOOCs as mentioned in Clause (as per academic regulations) and transfer equivalent credits to partially or fully complete the mandatory credit requirements of Discipline Elective Courses and/or the mandatory credit requirements of Open Elective Courses as prescribed in the concerned Curriculum Structure. However, it is the sole responsibility of the student to complete the mandatory credit requirements of the Discipline Elective Courses and the Open Elective Courses as prescribed by the Curriculum Structure of the concerned Program.

13.3.2 SWAYAM/NPTEL/ other approved MOOCs as mentioned in Clause (as per academic regulations) shall be approved by the concerned Board of Studies and placed.

13.3.3 Parent Departments may release a list of SWAYAM/NPTEL/other approved MOOCs for Pre-Registration as per schedule in the Academic Calendar or through University Notification to this effect.

13.3.4 Students may Pre-Register for the SWAYAM/NPTEL/other approved MOOCs in the respective Departments and register for the same Courses as per the schedule announced by respective Online Course Offering body/institute/ university.

13.3.5 A student shall request for transfer of credits only from such approved Courses as mentioned in Sub-Clause, 13.3.2 above.

13.3.6 SWAYAM/NPTEL/other approved MOOCs Courses are considered for transfer of credits only if the concerned student has successfully completed the SWAYAM/NPTEL/other approved MOOCs and obtained a certificate of successful/satisfactory completion.

13.3.7 A student who has successfully completed the approved SWAYAM/NPTEL/ other approved MOOCs and wants to avail the provision of transfer of equivalent credits, must submit the original Certificate of Completion, or such similar authorized documents to the HOD concerned, with a written request for the transfer of the equivalent credits. On verification of the Certificates/Documents and approval by the HOD concerned, the Course(s) and equivalent Credits shall have forwarded to the COE for processing of results of the concerned Academic Term.

13.3.8 The credit equivalence of the SWAYAM/NPTEL/other approved MOOCs are based on Course durations and/or as recommended by the Course offering body/institute/university. The Credit Equivalence mapped to SWAYAM/ NPTEL approved Courses based on Course durations for transfer of credits is summarized in Table shown below. The Grade will be calculated from the marks received by the Absolute Grading Table in the academic regulations.

Table 13.3.2: Durations and Credit Equivalence for Transfer of Credits from SWAYAM-NPTEL/ other approved MOOC Courses		
Sl. No.	Course Duration	Credit Equivalence
1	4 Weeks	1 Credit
2	8 Weeks	2 Credits
3	12 Weeks	3 Credits

13.3.9 The maximum permissible number of credits that a student may request for credit transfer from MOOCs shall not exceed 20% of the mandatory minimum credit requirements specified by the concerned Program Regulations and Curriculum for the award of the concerned Degree.

13.3.10 The University shall not reimburse any fees/expense; a student may incur for the SWAYAM/NPTEL/other approved MOOCs.

13.4 The maximum number of credits that can be transferred by a student shall be limited to forty percent (40%) of the mandatory minimum credit requirements specified by the concerned Program Regulations and Curriculum for the award of the concerned Degree. However, the grades obtained in the Courses transferred from other Institutions/MOOCs, as mentioned in this Section, shall not be included in the calculation of the CGPA.

PART B - PROGRAM STRUCTURE

14 Structure/Component with Credit Requirements Course Baskets and Minimum Basket Wise Credit Requirements:

MBA (**Banking and Finance Management**) Program Structure (2025-2027) totalling 102 credits. Table 14.1.3 summarizes the type of baskets, number of courses under each basket and the associated credits that are mandatorily required for the completion of the Degree.

Sl. No.	Baskets			Credit Contribution
**Table 14.1.3: MBA (Banking and Finance Management) Dual Specialization Program Structure 2025-2027: Summary of Mandatory Courses and Minimum Credit Contribution from various Baskets**	
1	PROGRAM CORE (PC)			52
2	SPECIALIZATION TRACK (ST)	ST1	TRACK-CORE (STC1)	8
			TRACK-ELECTIVE (STE)	12
		ST2	TRACK-CORE (STC2)	8
			TRACK-ELECTIVE (STE)	12
4	PRACTICE (PR)			10
\multicolumn{4}{	c	}{**Total Credits**}	**102**

		(Minimum)

15 Minimum Total Credit Requirements of Award of Degree:

As per the AICTE guidelines, a minimum of 102 credits is required for the award of a Master of Business Administration (MBA-Banking and Finance Management) degree.

16 Other Specific Requirements for Award of Degree, if any, as prescribed by the Statutory Bodies.

16.1   The award of the Degree shall be recommended by the Board of Examinations and approved by the Academic Council and Board of Management of the University**.**

16.2   A student shall be declared to be eligible for the award of the concerned Degree if she/he:

a. Fulfilled the Minimum Credit Requirements and the Minimum Credits requirements under various baskets;

b. Secure a minimum CGPA of 5.00 in the concerned Program at the end of the Semester/Academic Term in which she/he completes all the requirements for the award of the Degree as specified in Sub-Clause a of Academic Regulations**;**

c. No dues to the University, Departments, Hostels, Library, and any other such Centers/ Departments of the University; and

d. No disciplinary action is pending against her/him.

PART C - CURRICULUM STRUCTURE

17 Curriculum Structure – Basket Wise Course List (not Semester Wise) List of Courses Tabled – aligned to the Program Structure (Course Code, Course Name, Credit Structure (LTPC), Contact Sessions, Course Basket, Type of Skills etc., as applicable).

Sl. NO.	BASKET	COURSE CODE	COURSE NAME	L	T	P	C
			Table 17.1.4: MBA (Banking and Finance Management) Program Structure 2025-2027: **Program Core (PC)**				
1	PC	FIN4111	Financial Accounting and Reporting	3	1	0	4
2	PC	GMM4117	Corporate Finance	3	1	0	4
3	PC	GMM4111	Managerial Economics	2	1	0	3
4	PC	ENG4001	Global Business Communication	2	0	2	3
5	PC	GMM4113	Business Strategy and Corporate Transformation	2	1	0	3
6	PC	GMM4114	Business Law and Regulatory Compliance	3	0	0	3
7	PC	GMM4115	Corporate Governance, Ethics and Social Responsibility	2	1	0	3
8	PC	GMM4118	Entrepreneurship and Innovation Management	2	1	0	3
9	PC	MKT4111	Marketing Management – Theories and Practices	2	1	0	3
10	PC	MKT4113	Digital Marketing	2	1	0	3
12	PC	GMM4120	Human Capital Management	2	1	0	3
13	PC	OPS4111	Production, Operations and Logistics Management	2	1	0	3
14	PC	QNT4111	Applied Business Statistics	2	0	2	3
15	PC	QNT4114	Applied Data Analysis and Visualization	1	1	2	3
16	PC	GMM4119	Business Research Methods	2	1	0	3
17	PC	QNT4115	Fundamentals of Business Analytics	1	0	2	2
18	PC	PPS4010	Corporate Readiness Program-I*	0	0	2	0
19	PC	PPS4011	Corporate Readiness Program-II*	0	0	2	0
			TOTAL				**52**

*Mandatory Non Credit Course

Table 17.1.5 List of elective Courses under various Specializations / Stream Basket:

SPECIALIZATION TRACK 1							
TRACK CORE - BANKING							
Sl. No.	Course Basket	Course Code	Course Name	L	T	P	C
1	STC	BNK5111	Commercial Banking	3	1	0	4
2	STC	BNK5112	Forex and Treasury Operations	3	1	0	4
						Total	8
TRACK ELECTIVE - BANKING							
List of Specialization Track Electives Courses- Minimum of 12 credits is to be earned by the student in particular track							
Sl. No.	Course Basket	Course Code	Course Name	L	T	P	C
1	STE	BNK5113	Machine Learning Applications for Modern Banking	2	1	0	3
2	STE	BNK5114	Credit Analysis and Loan Management	2	1	0	3
3	STE	BNK5115	Central Banking and Monetary Policy	2	1	0	3
4	STE	BNK5116	Cyber Security and IT Laws	2	1	0	3
5	STE	BNK5117	Rural and Cooperative Banking	2	1	0	3
6	STE	BNK5118	Retail Banking and Wealth Management	2	1	0	3
7	STE	BNK5119	Global Banking and Trade Finance	2	1	0	3
8	STE	BNK5120	Sustainable Banking and Climate Finance	2	1	0	3

SPECIALIZATION TRACK 2							
TRACK CORE - FINANCE							
Sl. No.	Course Basket	Course Code	Course Name	L	T	P	C
1	STC	FIN5124	Financial Markets and Services	3	1	0	4
2	STC	FIN5111	Investment and Portfolio Management	3	1	0	4
						Total	8
TRACK ELECTIVE - FINANCE							
List of Specialization Track Electives Courses- Minimum of 12 credits is to be earned by the student in particular track							
Sl. No.	Course Basket	Course Code	Course Name	L	T	P	C
1	STE	FIN5113	Strategic Mergers, Acquisitions and Corporate Restructuring	2	1	0	3

2	STE	FIN5115	Financial Derivatives and Risk Management	2	1	0	3
3	STE	FIN5117	Project Finance	2	1	0	3
4	STE	FIN5118	AI and ML Applications in Finance	2	1	0	3
5	STE	FIN5121	Risk Management and Insurance	2	1	0	3
6	STE	FIN5123	Behavioural Finance and Decision Making	2	1	0	3
7	STE	FIN5114	Tax Laws and Practice	2	1	0	3
8	STE	FTH5126	Fintech in Modern Finance	2	1	0	3
9	STE	FIN5125	Financial Modelling	1	1	2	3

Table 17.1.6: MBA (Banking and Finance) Program Structure 2025-2027: Practice (PR)							
S. NO.	BASKET	COURSE CODE	COURSE NAME	L	T	P	C
1	PR	INT7111	Summer Internship Project	-	-	-	4
2	PR	CRP7111	Capstone Research Project	-	-	-	6
TOTAL							10

Practical/Skill based Courses – Internships/Thesis/Dissertation/Capstone Project Work/Portfolio/Mini project:

Practical / Skill based Courses like internship, project work, capstone project, research project / dissertation, and such similar courses, where the pedagogy does not lend itself to a typical L-T-P-C Structure as defined in Clause 5.1 of the Academic Regulations, are simply assigned the number of Credits based on the quantum of work / effort required to fulfill the learning objectives and outcomes prescribed for the concerned Courses. Such courses are referred to as Non-Teaching Credit Courses (NTCC). These Courses are designed to provide students with hands-on experience and skills essential for their professional development. These courses aim to equip students with abilities in problem identification, root cause analysis, problem-solving, innovation, and design thinking through industry exposure and project-based learning. The expected outcomes are first level proficiency in problem solving and design thinking skills to better equip MBA post graduates for their professional careers. The method of evaluation and grading for the Practical / Skill based Courses shall be prescribed and approved by the concerned Departmental Academic Committee (refer Annexure A of the Academic Regulations). The same shall be prescribed in the Course Handout.

18.1 Internship

A student may undergo an internship for a period of 4-6 weeks in an industry / company or academic / research institution during the Semester Break between 2nd and 3rd   Semesters, subject to the following conditions:

18.1.1 The Internship shall be in conducted in accordance with the Internship Policy prescribed by the University from time to time.

18.1.2 The number of Internships available for the concerned Academic Term. Further, the available number of internships shall be awarded to the students by the University on the basis of merit using the CGPA secured by the student. Provided further, the student fulfils the criteria, as applicable, specified by the Industry / Company / research institution providing the Internship, as stated in Sub-Clause 2.6.1.2 above.

18.1.3 A student may opt for Internship in an Industry / Company / research institution of her / his choice, subject to the condition that the concerned student takes the responsibility to arrange the Internship on her / his own. Provided further, that the Industry / Company or academic / research institution offering such Internship confirms to the University that the Internship shall be conducted in accordance with the Program Regulations.

18.1.4 A student selected for an Internship in an industry / company or academic / research institution shall adhere to all the rules and guidelines prescribed in the Internship Policy of the University.

18.2   *Dissertation*

A student may opt to do a Research Project / Dissertation for a period of 6-8 weeks in an Industry / Company or academic / research institution or the University Department(s) as an equivalence of Capstone Project, subject to the following conditions:

18.2.1 The Research Project / Dissertation shall be approved by the concerned HOD and be carried out under the guidance of a faculty member.

The student may do the Research Project / Dissertation in an Industry / Company or academic / research institution of her / his choice subject to the above-mentioned condition (Sub-Clause 2.6.4.1). Provided further, that the Industry / Company or academic / research institution offering such Research Project / Dissertation confirms to the University that the Research Project / Dissertation work will be conducted in accordance with the Program Regulations and requirements of the University.

19 List of Elective Courses under various Specializations/Stream Basket:

Table 19.1.7 List of elective Courses under various Specializations / Stream Basket:

SPECIALIZATION TRACK 1							
TRACK CORE - BANKING							
Sl. No.	Course Basket	Course Code	Course Name	L	T	P	C
1	STC	BNK5111	Commercial Banking	3	1	0	4
2	STC	BNK5112	Forex and Treasury Operations	3	1	0	4
						Total	8
TRACK ELECTIVE - BANKING							
List of Specialization Track Electives Courses- Minimum of 12 credits is to be earned by the student in particular track							
Sl. No.	Course Basket	Course Code	Course Name	L	T	P	C
1	STE	BNK5113	Machine Learning Applications for Modern Banking	2	1	0	3
2	STE	BNK5114	Credit Analysis and Loan Management	2	1	0	3
3	STE	BNK5115	Central Banking and Monetary Policy	2	1	0	3
4	STE	BNK5116	Cyber Security and IT Laws	2	1	0	3
5	STE	BNK5117	Rural and Cooperative Banking	2	1	0	3
6	STE	BNK5118	Retail Banking and Wealth Management	2	1	0	3
7	STE	BNK5119	Global Banking and Trade Finance	2	1	0	3
8	STE	BNK5120	Sustainable Banking and Climate Finance	2	1	0	3

SPECIALIZATION TRACK 2							
TRACK CORE - FINANCE							
Sl. No.	Course Basket	Course Code	Course Name	L	T	P	C
1	STC	FIN5111	Investment and Portfolio Management	3	1	0	4
2	STC	FIN5112	Fintech for Modern Finance	3	1	0	4
						Total	8
TRACK ELECTIVE - FINANCE							
List of Specialization Track Electives Courses- Minimum of 12 credits is to be earned by the student in particular track							
Sl. No.	Course Basket	Course Code	Course Name	L	T	P	C
1	STE	FIN5113	Strategic Mergers, Acquisitions and Corporate	2	1	0	3

			Restructuring				
2	STE	FIN5115	Financial Derivatives and Risk Management	2	1	0	3
3	STE	FIN5117	Project Finance	2	1	0	3
4	STE	FIN5118	AI and ML Applications in Finance	2	1	0	3
5	STE	FIN5121	Risk Management and Insurance	2	1	0	3
6	STE	FIN5123	Behavioural Finance and Decision Making	2	1	0	3
7	STE	FIN5114	Tax Laws and Practice	2	1	0	3

22 Recommended Semester Wise Course Structure / Flow including the Program / Discipline Elective Paths / Option

Table 22.1.8 List of MBA (Banking and Finance) Courses (Proposed)							
MBA (Banking and Finance)							
S.NO	BASKET	COURSE CODE	SEMESTER I	L	T	P	C
1	PC	QNT4111	Applied Business Statistics	2	0	2	3
2	PC	ENG4001	Global Business Communication	2	0	2	3
3	PC	FIN4111	Financial Accounting and Reporting	3	1	0	4
4	PC	OBH4111	Human Behaviour in Organizations	2	1	0	3
5	PC	GMM4111	Managerial Economics	2	1	0	3
6	PC	OPS4111	Production Operations and Logistics Management	2	1	0	3
7	PC	MKT4111	Marketing Management-Theories and Practices	2	1	0	3
			Total Credits (7 Courses)				22
S.NO	BASKET	COURSE CODE	SEMESTER II	L	T	P	C
1	PC	GMM4119	Business Research Methods	2	1	0	3
2	PC	QNT4114	Applied Data Analysis and Visualization	1	1	2	3
3	PC	MKT4113	Digital Marketing	2	1	0	3
4	PC	GMM4117	Corporate Finance	3	1	0	4
5	PC	GMM4120	Human Capital Management	2	1	0	3
6	PC	QNT4115	Fundamentals of Business Analytics	1	0	2	2
7	PC	PPS4010	Corporate Readiness Program-1	0	0	2	0
8	STC1	BNK5111	Commercial Banking	3	1	0	4
9	STC2	FIN5124	Financial Markets and Services	3	1	0	4
	*Mandatory Non-Credit Course		Total Credits (7 Courses)				26

S.NO	BASKET	COURSE CODE	SEMESTER III	L	T	P	C
1	PC	GMM4113	Business Strategy and Corporate Transformation	2	1	0	3
2	PC	GMM4114	Business Law and Regulatory Compliance	3	0	0	3
3	STC3	BNK5112	Forex and Treasury Operations	3	1	0	4
4	STC4	FIN5112	Fintech for Modern Finance	3	1	0	4
5	STE1		STE1	2	1	0	3
6	STE2		STE2	2	1	0	3
7	STE1		STE1	2	1	0	3
8	STE2		STE2	2	1	0	3
9	PC	PPS4011	Corporate Readiness Program-2	0	0	2	0
10	PR	INT7111	Summer Internship Project	-	-	-	4
	*Mandatory Non-Credit Course		**Total Credits (9 Courses)**				**30**
S.NO	BASKET	COURSE CODE	SEMESTER IV	L	T	P	C
1	PC	GMM4115	Corporate Governance, Ethics and Social Responsibility	2	1	0	3
2	PC	GMM4118	Entrepreneurship and Innovation Management	2	1	0	3
3	STE3		STE3	2	1	0	3
4	STE4		STE4	2	1	0	3
5	STE3		STE3	2	1	0	3
6	STE4		STE4	2	1	0	3
7	PR	CRP7111	Capstone Research Project	-	-	-	6
			Total Credits (7 Courses)				**24**
			Grand Total				**102 Credits**

23. Course Catalogue of all Courses Listed including the Courses Offered by other School / Department and Discipline / Program Electives

Course Catalogues of MBA (Banking & Finance Management) Program
1st Semester

Course Code: QNT4111	Course Title: Applied Business Statistics Type of Course: Program Core	L – T – P – C	2– 0 – 2 – 3
Version No.	1.0		
Course Pre-requisites	Basic Understanding of Statistics		
Anti-requisites	NIL		
Course Description	This course offers a foundational understanding of statistics for business applications. Topics include measures of location and variation, correlation and regression, probability concepts, and key probability distributions such as binomial, Poisson, and normal. Emphasis is placed on data analysis, interpretation, and decision-making under uncertainty using real-world business scenarios.		
Course Outcomes	On successful completion of this course the students shall be able to: • CO1: Describe the data using descriptive statistics. • CO2: Solve business related problems involving probabilities. • CO3: Solve business related problems using probability distributions. • CO4: Test hypotheses using relevant testing procedures.		
Course Objective:	The course aims to: 1. Analyze business data using measures of central tendency, dispersion, correlation, and regression. 2. Apply probability concepts, including conditional probability and Bayes' theorem, to assess risk and uncertainty. 3. Use discrete and continuous probability distributions to support data-driven business decision-making.		
Module 1	Measures of Location and Variation	Lecture, Tutorial	Understand	[L7 + P7 :14 Sessions]
Measures of Location – mean, median and mode for grouped and ungrouped data, weighted mean and geometric mean for ungrouped data, quartiles and percentiles for grouped and ungrouped data, their relative merits and demerits. Measures of variation – range, interquartile range for grouped and ungrouped data Standard deviation, variance and coefficient of variation (grouped and ungrouped data).				
Module 2	Correlation, Regression and Probability	Lecture, Tutorial	Application	[L8 + P8:16 Sessions]

Correlation – Scatter plot, Karl Pearson and Spearman's rank correlation. Simple linear regression. Random experiment, sample space, event, equally likely events, mutually exclusive events and complement of an event. Classical approach to probability, simple probability, joint probability and marginal probability Addition and multiplication rules of probability, independence of events. Conditional probability and Bayes theorem.

Module 3	Random Variable and Probability Distributions	Lecture, Tutorial	Application	[L8 + P8:16 Sessions]

Random variable – Discrete and Continuous random variable. Expected value and variance of a discrete random variable. Covariance - Applications. Probability distributions – discrete and continuous. Probability mass function and probability density functions. Discrete distributions – Binomial distribution, Poisson distribution – mean, variance and computation of probabilities. Continuous distributions -normal distribution – properties and computation of probabilities. Introduction to uniform and exponential distributions.

Module 4	Introduction to Testing of Hypothesis	Lecture Method	Analysis	[L7 + P7:14 Sessions]

Concept of population, sample, parameter and statistic. Introduction to sampling distributions. Hypothesis - Null and alternative hypothesis. Type I and Type II errors, level of significance. Test for single mean – known and unknown variance. Test for single proportion.

Targeted Application & Tools that can be used: NA

Project work/Assignment:

- **Self-learning** – The Students will learn about computing quartiles and percentiles for ungrouped data
- **Peer Learning:** Students who have understood the topic will solve the problems on the board thereby giving confidence to others to learn the concepts
- **Case Study**: Students will be given small case lets to solve the problems

- Text Book:
- T1. Anderson D R, Sweeny D J, Williams T A, Camm J D, Cochran J J, Fry M J and Ohlmann JW (2019), Statistics for Business and Economics,14th edition Cengage learning, New Delhi.

References:
- **R1.** Levine D M, Stephan D F, Szabat K A (2016) Statistics for Managers, 7th edition, New Delhi
- **R2.** Ken Black (2010) Business Statistics for Contemporary Decision Making, 6th ed. John Wiley and sons, New Delhi

Online Resources:

https://profiletree.com/online-business-statistics/

Articles:
- https://ug.its.edu.in/sites/default/files/Business%20Statistics.pdf
- https://www.ijert.org/research/role-of-statistics-on-business-research-IJERTV2IS100524.pdf

Multimedia (Videos):
- https://www.youtube.com/watch?v=pdH4YYoOdt4&list=PLEHGYFbPuuMG-0ueLQAgjLTVkLneJpIFJ

Case Studies:

	DiGiorno Pizza: Introducing a Frozen Pizza to Compete with Carry-Out	
Catalogue prepared by	Dr Sajad Hussain	
Recommended by the Board of Studies on	BOS NO: 18th held on 6,June,2025	
Date of Approval by the Academic Council	Academic Council Meeting No. 26th held on 25,July,2025	

Course Code: **ENG4001**	**Course Title: Global Business Communication** **Type of Course: Program Core**	**L**	**T**	**P**	**C**
		2	**0**	**2**	**3**
Version No.	1.0				
Course Pre-requisites	Nil				
Anti-requisites	Nil				
Course Description	This course equips the business graduates/ students with advanced communication competencies necessary for impactful business presence. It focuses on strategic business communication, cultural awareness, active listening, persuasive writing, personal branding, and business presentation skills. Through experiential activities, case-based learning, and digital tools, learners develop the confidence and executive presence to lead in diverse business environments.				
Course Objective	1. Integrate DEI principles and intercultural competencies into leadership and organizational communication to build inclusive practice. 2. Apply strategic listening, writing, and speaking techniques to produce clear, purpose-fit messages across channels. 3. Analyze communication processes and cultural/contextual factors to diagnose barriers and select evidence-based remedies. 4. Create a distinctive personal brand and digital presence aligned with career goals using visual and narrative tools. 5. Deliver structured, engaging, audience-centred business presentations in in-person and virtual settings.				

Course Out Comes	On successful completion of the course the students shall be able to: • CO1 Apply cross cultural and DEI frameworks to real workplace scenarios. • CO2 - Evaluate the clarity, tone, and effectiveness of emails, memos, and minutes, and justify revisions with evidence. • CO3 - Develop a coherent personal-brand portfolio that includes a clear branding statement and an optimised digital profile. • CO4 - Deliver audience-specific business presentations with logical structure, sound visual design, and confident Q&A.		

Course Content

Module 1	**Foundations of Business Communication**	Assessment 1 - Quiz	Analyze 15 Sessions (Theory and Practice included)

Role of communication in an organization – Components – Process – Direction
Diversity, Equity, and Inclusion: Concepts & Challenges - Hofstede's theory
Cultural Capital and Communication Barriers: Language, Accent, Cultural Codes, Diversity and impediments to cross-cultural Communication
Media Choices, and social media communication

Activities:
Communication Audit: Analyse communication flow and barriers in organizations using case study.
Cultural Simulation Exercise: Role-play scenarios demonstrating communication challenges across different cultural dimensions (Hofstede framework).
Media Choice Matrix: Students evaluate different media for business communication situations and justify their choices.

Module 2	**Strategic Listening and Writing for Business Impact**	Assessment 2 Business Email, MoM	Apply 12 Sessions (Theory and Practice included)

Listening in Business Contexts- As a strategic tool - Emotional Intelligence and Listening

Business Writing Essentials - Principles of Effective Writing (Based on Harvard Business Essentials) - Planning and Drafting Techniques - Business emails, memos, circulars and MoM

AI and Business Writing

Activities:

Listening Lab**:** Peer-reviewed listening journals based on simulated team meetings or client interactions.

Writing Clinic**:** Rewrite poorly written emails and memos with justification based on Harvard principles.

AI Integration Task**:** Use AI tools (e.g., Grammarly, ChatGPT, or MS Editor) to revise and optimize business writing, followed by reflection on the role of AI.

Module 3	**Personal Brand Development**	Assessment 3 – Personal Branding Portfolio	Apply 15 Sessions (Theory and Practice included)

Need and Power of Personal Branding - Know Thyself – Crafting Your Brand Core

Building a Digital Presence – LinkedIn and Beyond - Managing Your Online Reputation

Living the Brand – Resume, Interviews, and Networking

Visual Identity and Personal Branding Design

Activities

Brand Core Workshop: Create a personal branding statement and vision board.

LinkedIn Sprint: Optimize LinkedIn profiles, active engagement and solicit feedback.

Mock Networking Event: Simulated interviews and elevator pitches with branding feedback.

Module 4	Business Presentation	Assessment 4 -Elevator Pitch	Apply 18 Sessions (Theory and Practice included)

Foundations of Business Presentations - Structuring for Impact – Inclusion of Visual Aids and Slide Design - Handling Q&A and Audience Engagement

Types of Business Presentations - Elevator Pitches and Investor Pitches -Sales Presentations and Product Launches, Strategic and Boardroom Presentations - Virtual and Hybrid Presentation Skills

Activities Mini Project: Students choose a business idea, prepare a pitch deck, and present it. Slide Design Challenge: Redesign poor slides for clarity and visual appeal using Canva or PowerPoint. Presentation Lab: Practice virtual and in-person presentations with video-based peer evaluation.	
Targeted Application & Tools for usage Grammarly**, Ethical use of** ChatGPT, and Microsoft Editor for AI-aided business writing practice) Purdue OWL (Online Writing Lab), Microsoft PowerPoint / Google Slides / Canva	
Project work/Assignment: Mention the Type of Project assignment proposed for this course Quiz, Business Email, MoM, Personal Branding Portfolio, Elevator Pitch Presentation	
Textbook: Cardon, P. W. (2021). *Business Communication: Developing Leaders for a Networked World* (4th ed.). McGraw-Hill Education. Lesikar, V. R., & Flatley, M. (2017). *Business Communication: Making Connections in a Digital World* (11th ed.). Tata McGraw Hill. Bovee, C. L., & Thill, J. V. (2018). *Business Communication Today* (14th ed.). Pearson.	
References: Hofstede, G. (2011). *Dimensionalizing Cultures: The Hofstede Model in Context*. Online Readings in Psychology and Culture. Goleman, D. (1995). *Emotional Intelligence*. Bantam Books. Harvard Business Review. (n.d.). Articles on *Listening as a Leadership Tool*. Schawbel, D. (2012). *Me 2.0: Build a Powerful Brand to Achieve Career Success*. Kaplan Publishing. Montoya, P., & Vandehey, T. (2008). *The Brand Called You*. McGraw-Hill. Barrett, D. J. (2021). *Leadership Communication* (5th ed.). McGraw-Hill.	
Catalogue prepared by	Dr. Pritha Sanyal

Recommended by the Board of Studies on	BOS NO: 18th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26th held on 25,July,2025

Course Code: FIN4111	Course Name: Financial Accounting and Reporting	L-T-P-C	3	1	0	4
Version No.	1.0					
Course Pre-requisites	Basic knowledge of accounting concepts and preparation of simple financial statements at the level (Introductory Accounting)					
Anti-requisites	NIL					
Course Description	This course offers a comprehensive understanding of **Financial Accounting and Reporting** **IND-AS** and related regulations. It covers the framework and applicability of standards, prepar of statutory financial statements, and advanced topics such as recognition, measurement, investm amalgamations, leases, taxation, and reporting of intangibles, provisions, and buybacks. The c emphasizes both **technical accounting skills** and **analytical interpretation**, preparing studen manage complex financial reporting in corporate settings.					
Course Outcomes	• **CO1:** Explain the framework and applicability of IND-AS and prepare financial statements in compliance with disclosure requirements. *(Understand & Apply)* • **CO2:** Apply recognition and measurement principles to contingencies, prior period adjustments foreign exchange differences, and revenue recognition. *(Apply & Analyze)* • **CO3:** Prepare and interpret financial statements for separate entities, joint ventures, and busine combinations, and evaluate borrowing cost capitalization. *(Apply & Evaluate)* • **CO4:** Analyze and account for leases, compute earnings per share, prepare consolidated financi statements, and apply IND-AS guidance on taxation. *(Analyze & Apply)* • **CO5:** Classify, measure, and report intangible assets, provisions, contingent liabilities, and accou for buyback of securities in compliance with legal frameworks. *(Apply & Evaluate)*					
Course Objectives:	• Provide a strong foundation in the **concepts, framework, and application of IND-AS** in financial reporting. • Develop the ability to **prepare and interpret corporate financial statements** in accordance with national and international standards. • Train students to **analyze complex business transactions** such as amalgamations, joint venture leases, and taxation under IND-AS.					

	• Enhance practical skills in **disclosure, compliance, and regulatory reporting** as required under t Companies Act and SEBI guidelines. • Build analytical capacity to connect **financial reporting with managerial decision-making**, ensur relevance for both academia and industry.			
Module 1	**Introduction to Accounting Standards and Financial Statements**	Lecture Method	*Understand & apply*	12 Sessions

IND-AS 1 – Presentation of Financial Statements-Introduction to IND-AS, Evolution from Indian GAAP to IND-AS Convergence with IFRS (International Financial Reporting Standards), Objectives of IND-AS implementation, Qualitativ characteristics: Relevance, Faithful Representation, Comparability, Understandability,Fair value measurement and its in IND-AS.Components of Financial Statements,Balance Sheet,Statement of Profit and Loss,Statement of Changes in Equity, Statement of Cash Flows (as per IND-AS 7)Notes to Accounts & Significant Accounting Policies,

IND-AS 2 – Standard cost and retail methods Net Realisable Value (NRV) Valuation at lower of Cost or NRV Situations requiring write-down to NRV and reversals Recognition as Expense Treatment of inventories in profit & loss Abnorma wastage, storage costs, administrative overheads

 IND-AS 7 – Statement of Cash Flows Classification of Cash Flows Operating activities: cash generated from core opera Investing activities: acquisition & disposal of assets and investments Financing activities: changes in equity and borrow Methods of Reporting Direct method (cash receipts and payments) Indirect method (adjustment of net profit with no cash transactions)

Module 2	**Recognition and Measurement Principles**	**Problem-Solving**	*Apply & Analyze*	14 Sessions

IND-AS 4 (Contingencies, Events after BS Date) – Events after Balance Sheet Date Adjusting events (e.g., bankruptc customer, settlement of a case) non-adjusting events (e.g., fire after reporting date, dividends declared)

IND-AS 8 (Prior Period, Policies) -Accounting Policies Selection of policies consistent with IND-AS framework Disclosu significant policies Changes in Accounting Estimates Depreciation estimates, useful life changes, provision adjustm Prospective application Prior Period Errors Identification, correction, retrospective restatement Disclosure Requirem Nature, amount, and impact of changes Practical Coverage (Limited) Illustrations: change in depreciation method, rectification

IND-AS 18 – Revenue Recognition-Sales with deferred payment (discounting) Service contracts with stage compl Interest calculation under effective interest method

IND-AS 16 – Property, Plant & Equipment- Subsequent Measurement Models Cost model vs Revaluation model Compo

accounting Depreciation Methods: SLM, WDV, Units of Production Revision of useful life & residual value

IND-AS 21 – Effects of Changes in Foreign Exchange Rates- Recording imports/exports Translation of monetary Recognition of forex gains/losses

Module 3	**Investment, Amalgamation and Borrowing Costs**	**Experiential**	*Apply & Evaluate*	12 Sessions

 IND-AS 27 – Separate Financial Statements- Preparation of SFS showing investments in subsidiaries/associates

IND-AS 28 – Investments in Associates & Joint Ventures-Numerical Problem on equity method: Share of profit recogn dividend adjustment.

IND-AS 103 – Business Combinations / Amalgamation- purchase consideration, goodwill calculation, pooling vs acqui method

IND-AS 23 – Borrowing Costs- Qualifying assets: Capitalization of interest on specific and general borrowings.

Module 4	**Leases, EPS, Consolidation and Taxation**	**Problem Solving**	*Analyze & Apply*	Sessions 12

IND-AS 116 – Leases- Recording a lease in lessee books (initial recognition & amortisation) Differentiating finan operating lease,

IND-AS 33 – Earnings Per Share- Basic EPS with bonus issue, diluted EPS with convertible instruments

IND-AS 110 – Consolidated Financial Statements- Consolidated Balance Sheet with parent + subsidiary Treatment o and goodwill

IND-AS 12 – Income Taxes- Concept of temporary differences Deferred tax liabilities (DTL) vs Deferred tax assets (I Recognition criteria and exceptions

Module 5	**Intangibles, Provisions and Buyback**	**Scenario- Based Learning**	*Apply & Evaluate*	10 Sessions

IND-AS 38 – Intangible Assets- Amortisation & Impairment, Disclosure Requirements Useful life, amortisation met carrying amounts

IND-AS 37 – Provisions, Contingent Liabilities & Contingent Assets- Provision: present obligation, probable outflow, re measurable Contingent liability vs contingent asset Constructive vs legal obligations

Buyback of Securities (Companies Act, 2013 & SEBI Regulations)- Conditions & Procedures, Accounting Treatment E for buyback from reserves vs fresh issue Capital Redemption Reserve (CRR) requirement Disclosure in Balance Sheet

Project work/assignment: The ProQuest database will be used for interpretation of the financial statement and analys strategic decision-making.

1. CA 1 – Quiz
2. CA 2 – Assignment
3. CA 3 – Presentation

4. CA 4 – Case Study

Textbook (T1)

- Ghosh, T. P. (2021). *Indian accounting standards (IND-AS): Interpretation, issues, and practical application* (5th ed.). Taxmann.

- Goyal, B., & Goyal, A. (2021). *Corporate financial reporting and analysis* (2nd ed.). Taxmann.

- Gupta, R. (2021). *Student's guide to IND-AS* (5th ed.). Taxmann.

References

- Alexander, D., Britton, A., & Jorissen, A. (2020). *International financial reporting and analysis* (8th ed.). Cengage.

- Arora, M. N. (2022). *Cost and management accounting* (13th ed.). Himalaya Publishing House.

- Bhattacharyya, A. K. (2020). *Financial accounting for business managers* (4th ed.). PHI Learning.

- Dhamija, S. (2023). *Financial accounting for managers* (4th ed.). Pearson India.

- Gupta, R. L., & Radhaswamy, M. (2019). *Advanced accountancy* (19th ed.). Sultan Chand & Sons.

- ICAI. (2021). *Guidance note on accounting for provisions, contingent liabilities and intangible assets*. Institute of Chartered Accountants of India.

- ICAI. (2022). *Study material on IND-AS and consolidation of financial statements*. Institute of Chartered Accountants of India.

- Jain, S. P., & Narang, K. L. (2019). *Advanced accounting* (20th ed.). Kalyani Publishers.

- Maheshwari, S. N., & Maheshwari, S. K. (2019). *Financial accounting* (6th ed.). Vikas Publishing House.

- Mukherjee, A., & Hanif, M. (2018). *Corporate accounting* (3rd ed.). Tata McGraw Hill.

- Tulsian, P. C., & Tulsian, B. (2020). *Financial accounting* (2nd ed.). Tata McGraw Hill.

- Weygandt, J. J., Kimmel, P. D., & Mitchell, J. E. (2024). *Accounting principles* (15th ed.). Wiley.

Catalogue prepared by	
Recommended by the Board of Studies on	BOS NO: held on
Date of Approval by the Academic Council	Academic Council Meeting No.

Code: OBH4111	Course Title: Human Behaviour in Organizations		L	T	P	C
			2	1	0	3
Version No.	1.0					
Course Pre-requisites	Nil					
Anti-requisites	Nil					
Course Description	This course explores how individuals, teams, and organizational structures shape workplace behavior and performance. Designed for MBA students, it blends theory with practical learning to build critical skills in motivation, perception, leadership, communication, decision-making, and change management. Through case studies, discussions, and projects, students gain practical insights into managing people, fostering collaboration, and applying behavioral principles to real-world business challenges. The course prepares future leaders to navigate complex organizational dynamics with clarity, empathy, and strategic impact.					
Course Objective	This course is designed to improve the learners' **EMPLOYABILITY SKILLS** by using **PARTICIPATIVE LEARNING** techniques					
Course Out Comes	On completion of this course, the student will be able to: **CO1 : Understand** the foundational concepts of individual and group behavior in organizations, including motivation, perception, and attitude formation. **CO2 : Apply** behavioral theories to analyze workplace scenarios and recommend strategies for improving team dynamics, communication, and leadership effectiveness. *CO3* : **Analyze** behavioural challenges in organisations, integrating insights from DM , Conflict Resolution and Change management **CO4 : Evaluate** organizational practices and culture through case studies to assess their impact on employee performance and change readiness and overall organisational effectiveness					
Course Content:						
Module 1	Introduction to Human		Assessment 1 - Quiz	8 sessions		

	Behavior in Organization			
Topics: Importance of Organization Behavior, Evolution & Historical Developments, Management Roles & Skills, Discipline that contribute to OB. Ethical Behaviors in organizations, Challenges and Opportunities of OB - Workforce Diversity, Inclusion, Globalization, Managing Virtual Workforce Tutorial: Recent Developments in managing diverse workforces / Latest articles or blogs of relevance				
Module 2	Individual Behaviours- Perceptions, Attitudes Personality & Learning		Assessment 2 – Assignment	12 sessions
Perception: Meaning, Factors affecting Perceptions, Perception process. Attitudes – Definition, Key elements of attitudes, Attitudes and related concepts (Values, opinion, belief and ideology), Characteristics of attitudes, Attitude formation, Attitude measurement, Changing attitudes. Personality: MBTI, Big Five, 16PF, Type 'A' Type 'B', Eric Fromm, Karen Horney Learning & reinforcement, Classical & Operant conditioning, shaping of behaviour, Defense Mechanism Emotions and Emotional intelligence (Application)				
Module 3	Motivation Concepts and its Applications		Assessment 3 – Case Analysis	12 sessions
Motivation: Meaning, Classic & Contemporary Theories of Motivation: Hierarchy of Needs Theory, Two-Factor Theory, McClelland's Theory of Needs, Self-determination Theory, Expectancy theory, Goal Setting Theory; Using Extrinsic Rewards & Intrinsic Rewards to Motivate Employees. (Analyze)				
Module 4	Group Behaviour and Leadership		Assessment 4 – Report Writing	13 sessions
Group Behavior: Defining and Classifying Groups, Stages of Group Development, Group Decision Making: Groups Versus the Individual, Group Decision-Making Techniques. Differences Between Groups and Teams, Types of Teams, Creating Effective Teams Leadership: concept, contingency and contemporary theories of leadership. Leadership Prospective: Charismatic leadership, Transactional and Transformational leadership, Servant Leadership. Organization Development and Organization Change (Evaluate)				
Targeted Application & Tools that can be used:				

Role Plays, Psychometric tests and analysis, personality test scales.	
Project work/Assignment: Mention the Type of Project /Assignment proposed for this course	
Project/ Assignment: (Participative learning) **Assesment1: Quiz on Relevant concepts of the course** **Assessment -2: Individual Written Assignment** Review the given article mentioned in the link below and submit assignment. (Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.) **Assesment-3: Case study**: Analyse the case given in link below and identify issue in the given situation and provide possible solutions. (Student needs to visit PU library to access the online Resources to access the case study provided and attach the photo of Login and Logout time in the end of the assignment) **Assessment -4: Report Writing:** Identify any one MNC of IT sector and bring out the various activities and strategies followed in that organization with reference to Team Work Culture and submit a report. (Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.)	
Text Book : T1- *Robbins*, S. P., & Judge, T. A. (2025). *Organizational behavior* (19th ed.). Pearson Education. VitalSource	
References : • R1 – *Luthans*, F., Luthans, B. C., & Luthans, K. W. (2021). *Organizational behavior: An evidence-based approach* (14th ed.). Information Age Publishing. VitalSource. • R2- Sanket Sunand Dash (2021). Organizational Behavior, Thirteenth Edition, Wlley India Pvt. Ltd. **Research and Articles:** **Working with Millennials: Using Emotional Intelligence and Strategic Compassion to Motivate the Next Generation of Leaders** **1.You don't have to be Expert: Increase productivity by increasing EQ** https://research-ebsco-com-presiuniv.knimbus.com/c/n5guci/search/details/hgnfiabbuj?db=e000xww 2. People are your Resources: Focus on others to get what you want https://research-ebsco-com-presiuniv.knimbus.com/c/n5guci/search/details/hgnfiabbuj?db=e000xww **Case studies:** 1. Influence of Manager's Leadership Style on Employees' Performance https://www.researchgate.net/publication/374741033_CASE_STUDIES_IN_ORGANIZATIONAL_BEHAVIOUR 2. Influence of Leadership among Problematic Workers in Oil Palm Plantation Sector https://www.researchgate.net/publication/374741033_CASE_STUDIES_IN_ORGANIZATIONAL_BEHAVIOUR	
Catalogue prepared by	Dr. B. Anupama
Recommended by the Board of Studies on	BOS NO: 18th held on 6,June,2025
Date of	Academic Council Meeting No. 26th held on 25,July,2025

Approval by the Academic Council	

Course Code: GMM4111	Course Title: Managerial Economics	L	T	P	C
		2	1	0	3
Version No.	1				
Course Pre-requisites	**Nil**				
Anti-requisites	**Nil**				
Course Description	This course explores the application of economic principles to managerial decision-making in a business context. By blending microeconomic theory with practical tools, students learn how to analyze demand, production, costs, pricing, and market structures. The course also addresses the influence of macroeconomic conditions, risk, and government policies on managerial decisions. Through case studies and applications, students gain the ability to apply economic reasoning to real-world business challenges.				
Course Objective	This course is designed to improve the learners' **EMPLOYABILITY SKILLS** by using **PARTICIPATIVE LEARNING** techniques				
Course Out Comes	On completion of this course, the student will be able to:				
	CO1: Understand and explain the principles of managerial economics and their application in business decision-making. (Understand)				
	CO2: Apply demand and supply analysis, forecasting methods, and elasticity concepts to solve managerial problems. (Apply)				
	CO3: Analyze production and cost relationships to recommend strategies for efficiency and profitability. (Analyze)				
	CO4: Evaluate pricing and output decisions across different market structures, considering risks, uncertainties, and government interventions. (Evaluate)				
Course Content:					

Module 1	**Introduction to Managerial Economics**	Assessment 1 - Quiz	10 sessions

Topics: Nature, scope, and significance of managerial economics in decision-making. Relationship of managerial economics with microeconomics, macroeconomics, and functional areas of management. Fundamental economic concepts: scarcity, choice, opportunity cost, marginal analysis, and time perspective. Role of managerial economics in modern business strategy. Factors of Production and Circular flow of Economy

Production function: short-run and long-run. Law of variable proportions returns to scale, and isoquants. Cost concepts: fixed, variable, total, average, marginal, opportunity costs. Short-run and long-run cost curves, learning curve, economies and diseconomies of scale. Applications of cost analysis in managerial decision-making (break-even analysis, make-or-buy decisions).

Module 2	**Demand and supply Forecasting**	Assessment 2 – Assignment	15 sessions

Demand analysis: law of demand, determinants of demand, exceptions to the law of demand. Elasticity of demand: price, income, and cross elasticity – managerial uses and applications. **Demand forecasting:** qualitative and quantitative techniques (survey methods, moving averages, regression analysis, econometric models). Business applications of demand forecasting: production planning, pricing, and marketing strategies. Case study discussions on forecasting errors and their managerial implications.
Supply Analysis: Law of Supply – Price elasticity of supply
Price Equilibrium

Module 3	**Market Structures and Pricing Decisions**	Assessment 3 – Project/Report Writing	12 sessions

Market Structures and characteristics
Price-output decisions under different market structures: Perfect competition – equilibrium in short run and long run. Monopoly – price discrimination, profit maximization. Monopolistic competition – product differentiation, selling costs. Oligopoly – collusive and non-collusive models (Cournot, Bertrand, Kinked Demand Curve).
Pricing practices: cost-plus pricing, transfer pricing, penetration pricing, skimming strategy, pricing in the digital economy. Government intervention and regulation in pricing and competition. Decision-making under risk and uncertainty: expected value analysis, decision trees.

Module 4	Macroeconomics	Assessment 4 –Scenario Analysis Assignment	08 sessions

Macroeconomic issues and concepts – The Circular Flow of Income – Concepts of National Income and its Measurement Business Cycle Indicators – Leading – Lagging – Coincident Indicators

Output & Income: Income generated from this production, including wages, salaries, profits, and rent.

Employment & Unemployment: factors that influence unemployment rates, such as labor market dynamics, economic growth, and government policies

Inflation & Deflation: meaning, Types - Consumer Price Index – Wholesale Price Index – Index of Industrial Production (IIP), impact on purchasing power and economic stability.

National Income Estimation process: Gross National Savings – Gross Capital Formation– Gross Domestic Product – Gross National Income – Gross National Product – Net Domestic Product- Net Domestic Income – Net National Income – National Income

Targeted Application & Tools that can be used:

Case Study Analysis – Application of demand forecasting, pricing strategies, and production decisions in real companies.

Quantitative Tools – Regression analysis, break-even analysis, cost-volume-profit analysis, decision trees, and elasticity measurement.

Forecasting Software / Tools – Excel, SPSS, R, or other statistical packages for demand forecasting and data analysis.

Simulation Exercises – Market structure simulations (monopoly, oligopoly pricing decisions) to understand competitive behavior.

Business Reports & Presentations – Students prepare decision-focused reports analyzing cost structures, pricing policies, or market entry strategies.

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course

Project/ Assignment:

(Participative learning)

1. Assessment 1 – Quiz (Module 1: Introduction to Managerial Economics)

Ø Short quiz on core concepts: scarcity, opportunity cost, marginal analysis, and role of managerial economics in decision-making.

Ø Objective: Test foundational understanding.

2. Assessment 2 – Assignment (Module 2: Demand and Forecasting)
Ø Assignment: Select a product/service and prepare a demand forecast using secondary data. Apply elasticity concepts and discuss managerial implications.
Ø Objective: Apply demand analysis tools to a practical scenario.
3. Assessment 3 – Case Study (Module 3: Production and Cost Analysis)
Ø Case study: Analyze cost structures of a manufacturing/service firm. Identify fixed vs. variable costs, apply break-even analysis, and suggest ways to reduce costs.
Ø Objective: Strengthen decision-making based on production and cost analysis.
4. Assessment 4 – Project/Report Writing (Module 4: Market Structures and Pricing Decisions)
Ø Project: Study an industry (e.g., telecom, airlines, e-commerce) and analyze its market structure. Evaluate pricing strategies used by leading firms and recommend an optimal strategy.
Ø Objective: Integrate concepts of market structure, pricing, and government policies into a real-world context.
Text Books:
T1 – Paul G. Keat & Philip K. Y. Young 2022). *Managerial Economics: Economic Tools for Business Decisions* (9th ed.). Pearson Education.
T2 – Varshney R. L. & Maheshwari K. L. (2021). *Managerial Economics*. Sultan Chand & Sons.
References :
1. Truett, L. J., & Truett, D. B. (2013). *Managerial economics: Analysis, problems, cases* (12th ed.). Wiley.
Research and Articles:
1. "The elasticity of demand and its role in consumer behaviour determination: A comparative analysis of Europe and the USA". *Scientific Bulletin of Mukachevo State University, Series 'Economics' (2024)*
Examines how price elasticity varies across products like oil, milk, and chicken in Europe and the U.S., offering insights into consumer behavior and managerial pricing decisions.
Access via ResearchGate: ResearchGate
2. "The Impact of Big Data on Economic Forecasting and Policy Making" *EAJournals.org, 2022*
Explores how big data enhances forecasting accuracy and supports strategic decision-making—essential

for Module 2 on demand forecasting.	

Read more: EA Journals
3. "Sustainable Competitive Advantage in Emerging Markets: Innovations and Strategies"
Gurpreet Singh & Sandeep Vij (2020). Discusses tailored strategies enabling firms in emerging markets to maintain a competitive edge—helpful for understanding cost leadership and market positioning.
Access via ResearchGate: ResearchGate
4. "A Step-by-Step Guide to Real-Time Pricing", *Harvard Business Review, November–December 2023*
Provides actionable insights into implementing AI-powered pricing models—highly relevant to Module 4's focus on pricing strategies.
Read the article: Harvard Business Review
5. "The Future of Economic Forecasting with AI and Big Data Integration" *Charles James, ResearchGate (2024).* Reviews how AI and unstructured data are revolutionizing forecasting methods—directly applicable to modern demand forecasting techniques.
Access via ResearchGate: ResearchGate

Catalogue prepared by	Dr. Bipasha Maity
Recommended by the Board of Studies on	BOS NO: 18th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26th held on 25,July,2025

Course Code: **MBA3090**	**Course Title: Production Operations and Logistics Management**	L	T	P	C
		2	1	0	3
Version No.	2.0				
Course Pre-requisites	**Nil**				
Anti-requisites	**Nil**				
Course Description	This course provides an in-depth understanding of production operations and logistics management in business environments. Students will explore core operational processes, supply chain strategies, inventory				

	management, and logistics optimization to enhance efficiency and profitability. Through real-world case studies and interactive learning methods, students will gain practical insights into managing production systems and designing effective logistics solutions, preparing them for strategic roles in operations management.
Course Objective	This course is designed for **SKILL DEVELOPMENT** of the learner by using **PROBLEM SOLVING** techniques.
Course Out Comes	Upon completing this course, students will be able to: 1. **Apply** problem-solving strategies to improve production workflows 2. **Analyze** production and logistics challenges using key operational theories. 3. **Evaluate** supply chain performance with industry-specific metrics. 4. **Develop** efficient logistics solutions that optimize cost and resources
Course Content:	

Module 1	**Introduction to Production Operations**		Assessment 1 - Quiz	11 Hours

This module lays the foundation for understanding production systems and operations management. Students will explore:
- Types of Production Systems – Job production, batch production, mass production, and continuous production.
- Operations Strategy – Aligning production processes with business goals.
- Productivity and Efficiency – Techniques to measure and improve performance.
- Technology in Operations – Role of automation, robotics, and AI in modern production.

Module 2	**Supply Chain and Inventory Management**		Assessment 2 – Case Study	11 Hours

This module delves into supply chain dynamics and inventory control methods to optimize operations. Topics include:
- Demand Forecasting – Methods like time series analysis and regression models.
- Inventory Management – Economic Order Quantity (EOQ), Just-In-Time (JIT), and Vendor-Managed Inventory (VMI).
- Lean & Agile Supply Chains – Strategies for minimizing waste and improving responsiveness.

- Supply Chain Risk Management – Handling disruptions and building resilient networks.			
Module 3	**Logistics and Distribution Strategies**	Assessment 3 – Case Analysis	11 Hours
In this module, students will explore efficient logistics models to ensure seamless flow of goods and services. Key areas include: - Transportation Modes – Road, rail, air, and sea; comparative advantages. - Network Optimization – Designing distribution channels for cost and service efficiency. - Warehouse Management – Layout design, automation, and performance metrics. - Technological Advancements – Blockchain, IoT, and AI-driven logistics solutions.			
Module 4	**Optimization in Production and Logistics**	Assessment 4 – Mini Project Students will work on a mini-project, applying optimization techniques to solve a production or logistics problem in a real-world scenario.	12 Hours
This module focuses on improving operations using analytical tools and emerging trends. Topics covered: • Process Improvement Methodologies – Six Sigma, Kaizen, and Total Quality Management (TQM). • Data-Driven Decision Making – Using analytics for production planning. • Sustainability in Logistics – Green supply chain initiatives and carbon footprint reduction. • Future of Operations Management – AI, predictive modelling, and smart factories.			
Targeted Application & Tools that can be used: Project work/Assignment: Students will develop a logistics optimization model for a real-world business case, integrating production efficiency techniques			
Project work/Assignment: Mention the Type of Project /Assignment proposed for this course			
Web Resources: • Supply Chain Digital: www.supplychaindigital.com • Logistics Management Magazine: www.logisticsmgmt.com • MIT Supply Chain Research: www.mit.edu/supplychain			

Sample Data Set:	
Real-time industry data on supply chain optimization and logistics modelling will be provided for case study analysis.	

• **Text Book:** Chopra, S., & Meindl, P. (2021). *Supply Chain Management: Strategy, Planning, and Operations*. Pearson.	

References:
- Russell, R.S., & Taylor, B.W. (2020). *Operations Management: Creating Value Along the Supply Chain*. Wiley.
- Christopher, M. (2016). *Logistics and Supply Chain Management*. Pearson.

Catalogue prepared by	Shivaprasad S
Recommended by the Board of Studies on	BOS NO: 18th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26th held on 25,July,2025

Course Code: MKT4111	Course Title: Marketing Management – Theories & Practices	L	T	P	C
		2	1	0	3

Version No.	1.0
Course Pre-requisites	**Nil**
Anti-requisites	**Nil**
Course Description	This course intends to provide the student with necessary knowledge and skills to excel in the field of marketing. This course explores the five philosophies applied in this digital era: along with the marketing mix - product development, pricing strategies, promotion, and distribution channels. The theoretical concepts are applied to understand and solve the marketing challenges through a combination of lectures, case studies, and hands-on exercises is expected to provide students the essential skills in marketing. On completion of this course students would have acquired the capacity to critically think, identify marketing issues, draft marketing plans, draw data-driven decisions.
Course Objective	This course is designed to improve the learners Skill Development by using Participation techniques.
Course Out Comes	**On successful completion of the course the students shall be able to:** **CO 1: Illustrate** the **i**mportance of Marketing management and consumer behaviour for Segmentation, Targeting & Positioning decisions. (Understand) **CO 2: Develop** Product launching strategies. (Apply) **CO 3: Examine** the significance of appropriate pricing & distribution decisions for product success. (Analyze) **CO 4: Evaluate** the right use of promotion & technology for realizing a positive ROI. (Evaluate)
Course Content:	
Module 1	**Concepts of**	Assignment using	Assessment 1 -	12 Sessions

	Marketing	E Library (Participative Learning)	Quiz	

Topics: Concept of Marketing, Needs, Wants and Demand, Nature & Importance of Marketing, 5 Philosophies of Marketing Management , Marketing Mix, Marketing Environment – Macro and Micro Environment.
Factors influencing Consumer Behaviour, Consumer Buying Decision Process, Market Segmentation and Bases of segmentation, Targeting Strategies, Concept of Positioning.

Module 2	**Product**	Assignment (Participative Learning)	Assessment 2 – Assignment	09 Sessions

Topics: Product – Meaning, Product Mix – Product Line, Length and Depth, Product Line Analysis & Decisions, New Product Development - Product Life Cycle (PLC) – PLC Strategies, Product vs. Brand, Benefits of Branding, Brand Equity, Fifth 'P' - Packaging and Labelling.

Module 3	**Price & Place**	Case study (Participative Learning)	Assessment 3 – Case Analysis	12 Sessions

Topics:
Pricing – Importance of Pricing, Setting the Price, Pricing Objectives, and Steps in Pricing, Types of Pricing. Practice exercises in pricing.
Place - Marketing Channels and their roles, Functions of a channel partner, Types of channels, Levels, Channel Design decisions, Channel Conflict: Reasons and resolution.

Module 4	**Promotion & Technology**	Assignment (Participative Learning)	Assessment 4 – Mini Project	12 Sessions

Topics:
Promotion Mix - Advertising, Sales Promotion, Events & Experiences, Direct Marketing and Public Relations & Publicity, Personal Selling – Pros & Cons. Integrated Marketing Communications (IMC) – Traditional & Digital media, social media - Steps in Promotional Planning - Media Planning, Budgeting, Ad Campaign development.
Managing consumer journey & experiences using technology – concepts & use cases.

Project work/Assignment:
Module 1 Sample Assignment 1: Project Work: Collect Advertisements (from Newspapers) pertaining to the various forms of Segmentation, classify them, and make a presentation, with appropriate justification.
Module 2 -Sample Assignment 2: Identify 5 products / brands which are in the different Life Cycle Stages of PLC and suggest appropriate Marketing strategies for them.
Module 3 - Sample Assignment: Analyze the difference in Distribution channels - FMCG versus / Consumer durables / Services
Module 4 - Sample Assignment : Identify the Digital and Social Media Marketing strategies adopted by any company of your choice.

Web Resources:
(Kindly note: Student should visit PU library and access the online resources for the same and incorporate in the assignments)
Research Articles in Journals
- The Impact of Market Environments on Marketing Relationships
  https://www.researchgate.net/publication/257206982_The_Impact_of_Market_Environments_on_Marketing_Relationships
- PLC strategies of Amul

https://mentormecareers.com/product-life-cycle-of-amul/?srsltid=AfmBOopV3fmKT77X3eO6bsuYHJ9jNieKliMlRYM1Rhg5hwqT1JFrxRYg
- Ranjan Bandyopadhyay, Bipithalal Balakrishnan Nair, "Marketing Kerala in India as God's Own Country! for tourists' spiritual transformation, rejuvenation and well-being", Journal of Destination Marketing & Management, Volume 14.
https://www.sciencedirect.com/science/article/abs/pii/S2212571X18303779

- HUL Integrated Annual Report 2024-25
https://www.hul.co.in/files/hul-integrated-annual-report-2024-25.pdf

Case Studies:
- The Coca-Cola brand positioning strategy, segmentation and targeting
https://fabrikbrands.com/branding-matters/brand-strategy/coca-cola-brand-positioning-strategy-segmentation-and-targeting/
- Nestle' Maggi: Pricing and repositioning a recalled product
https://www.scribd.com/document/406890984/Group-6-Nestle-s-Maggi-Pricing-repositioning-a-recalled-product-docx
- Tourism Promotion through the Internet (Websites): (Jordan as a Case Study)
https://www.researchgate.net/publication/228414318_Tourism_Promotion_through_the_Internet_Websites_Jordan_as_a_Case_Study
- Cybermediation in Auto Distribution: Channel Dynamics and Conflicts
https://onlinelibrary.wiley.com/doi/full/10.1111/j.1083-6101.2000.tb00347.x
- Understanding Customer Experience Throughout the Customer Journey
https://www.jstor.org/stable/44134974?refreqid=fastly-default%3Aafda1f1b4caed3bf330641c66c9d6444&seq=3

Videos:
- Marketing Management – Core concepts
https://youtu.be/65MQnEMf-uI?si=go-RM8wy59QTba0T
- Understanding the Marketing Mix
https://www.youtube.com/watch?v=d0NMSqeKpVs
- Product Life Cycle
https://www.youtube.com/watch?v=GjQRON8LF9g

Text Book

T1: Philip Kotler, Kevin Lane Keller, Alexander Chernav. (2022). Marketing Management. Pearson Education. 16th edition.

References

R1: David A. Aaker and Christine Moorman. (2023). Strategic Market Management. Wiley Publisher. 12th edition.

R2: Tapan K. Panda. (2022). Marketing Management: Text and Cases. Taxmann Publications. 3rd Edition.

Catalogue prepared by	Dr. Mohamad Imrozuddin
Recommended by the Board of Studies on	BOS NO: 18th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26th held on 25,July,2025

2nd SEMESTER

Course Code: GMM4119	Course Title: Business Research Methods Type of Course: School Core & Theory only		L-T- P-C	2	1	0	3
Version No.	1.0						
Course Pre-requisites	Business Statistics (MBA 1007)						
Anti-requisites	NIL						
Course Description	Business Research Methods provides the theoretical and practical framework to conduct research in Business. It consists of modules, which cover the fundamentals of the Business Research Process. The course enables discussion on different research designs that would be appropriate in different business scenarios. The data analysis sections deals with the relevant statistical tools required to analyze the data which would help in effective decision making.						
Course Outcomes	On successful completion of the course, the students shall be able to: 1. Apply the relevant business research methods for solving business research problems. [Application Level] 2. Use appropriate data collection methods to carry out business research. [Application Level] 3. Employ suitable measurement techniques and sampling designs to elicit data. [Application Level] 4. Analyze the data using appropriate statistical tools. [Analysis Level]						
Course Objectives	Objective of this course is to enhance Skill Development using Experiential Learning methods.						
Course Content:							
Module 1	Introduction to Business Research Methods	Assignment	Review Literature		9 Hours		
Topics: Role of business research – applied and basic business research – managerial value of business research. Theory building – research concepts, constructs, propositions, variables and hypotheses – the scientific method of conducting research. The business research process – types of business research – exploratory, descriptive and causal. Stages in the research process. Review of literature. Problem definition process, research objectives, questions and hypotheses. The research proposal.							
Module 2	Data Collection Methods and Qualitative Research	Mini-Project	Data Collection and Data Analysis		6 Hours		
Topics: Primary data – survey research – errors in survey research – survey research methods. Personal interviews – telephone interviews – self-administered questionnaires. Observation methods. Secondary data – advantages, disadvantages and sources. Qualitative research – uses, orientations to qualitative research. Techniques in qualitative research – Focus group interview, depth interviews. Conversations, semi-structured interviews							
Module 3	Measurement Concepts,	Assignment	Conceptual Knowledge		10 Hours		

	Questionnaire design and Sampling			

Topics:

Introduction – variables – constructs - measurement scales – nominal, ordinal, interval and ratio. Criteria for good measurement – reliability and validity. Attitude measurement – attitude rating scales – Likert scale, semantic differential. Measuring behavioral intention – ranking, sorting. Questionnaire design – Basic considerations – wording questions – guidelines for constructing questions – questionnaire layout – pretesting and revision. Sampling – population, sample, sampling frame, sampling units, sampling and non – sampling errors. Non – probability sampling – convenience, judgment, quota and snowball sampling. Probability sampling – simple random sampling, systematic sampling, stratified sampling.

Module 4	Data Analysis and report writing	Mini-project	Data Analysis	5 Hours

Topics:

Testing of hypothesis – test for two means – known variances and unknown but equal variances, paired t test, test for two proportions. Chi square test for independence of attributes. Introduction to multivariate data analysis. Report writing – report format – parts of the report.

Targeted Application & Tools that can be used:

Business research methods is applied to different areas of the management. The broad areas of applications are marketing research, financial markets, behavioural economics, human resources, etc. &Professionally Used Software: MS-Excel/SPSS/Minitab/R

Project work/Assignment:

Project/Assignment: Mini-Project on the primary or secondary data collection techniques for the application of suitable statistical models.

Assignment 1: Students are required to write a Literature Review Assignment based on any two to three related literature on their research topic of interest.

Assignment 2: Students are required to construct the Questionnaire in align with the Problem identification/Research questions and Hypothesis formulation on their research topic of interest.

Assignment 3: Written Assignment/Quiz on Research Process or Sampling techniques.

Text Books

1. Zikmund, W. G., Babin, B, J., Carr, J.C. & Griffin, M., Business Research Methods: A South Asian Perspective. Delhi: Cengage Learning, Edition 9, 2012.

References

1. Kothari, C. R. & Garg, G. Research Methodology, Methods and Techniques. New Age International Publishers, Multi-Colour Edition, 2019.
2. Anderson, Sweeney, Williams, Camm and Cochran. Statistics for Business and Economics. Delhi: Cengage Learning., 2016.

Catalogue prepared by	Dr. Jayakrishna Udupa H
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting

Course Code: QNT4114	**Course Title: Applied Data Analysis and Visualization**	L – T – P – C	1– 1 – 2 – 3

Version No.	1.0
Course Pre-requisites	NIL
Course Description	This course introduces students to applied data analysis using spreadsheets and visualization tools to support managerial decision-making. It emphasizes the use of formulae, functions, pivot tables, and dashboards to analyze and interpret business data. Students will learn to apply statistical and financial techniques for forecasting, reporting, and optimization. The course integrates practical lab exercises with real-world datasets to build problem-solving skills. By the end, students will be able to create effective visualizations and analytical models for business impact.
Course Outcomes	On successful completion of this course the students shall be able to: • CO1: *Apply* spreadsheet operations to manage, format, and organize business datasets for effective analysis. • CO2: *Analyze* business problems using formulas and functions to derive insights from quantitative and qualitative data. • CO3: *Evaluate* data through advanced charts, pivot tables, and dashboards to support informed managerial decision-making. • CO4: *Create* business solutions by integrating advanced Excel tools (Power Query, PowerPivot, VBA) to design models for forecasting and analytics applications.
Course Objective:	To develop students' ability to apply data analysis and visualization techniques using spreadsheets and advanced Excel tools for effective problem-solving and data-driven business decision-making.

Module 1	Introduction to Data Analysis and Spreadsheets	Lecture, Lab	Apply	[5 Lecture + 5 Lab Sessions]

Introduction to data analysis, introduction to spreadsheets and excel, entering and editing worksheet data, performing basic worksheet operations, working with excel ranges and tables, formatting worksheets.

Module 2	Formulae and Functions	Lecture, Lab	*Analyze*	[5 Lecture + 5 Lab Sessions]

Introducing formulae and functions, formulae for mathematical and text operations, formulae for handling dates and time, formulae for matching and lookup, formulae for statistical analysis, formulae for financial analysis, array formulas, error-free formulae.

Module 3	Data Visualization, Management and Analysis	Lecture, Lab	*Evaluate*	[5 Lecture + 5 Lab Sessions]

Getting started with excel charts, creating sparkline graphics, advanced charting techniques, dashboarding and implementing excel dashboarding best practices, introducing pivot tables and pivot charts, analyzing data with pivot tables, analyzing data using goal seeking and solver, analyzing data with the analysis tool pack.

Module 4	Applying analytics to achieve Business impact	Lecture, Lab	*Create*	[6 Lecture + 9 Lab Sessions]

Introduction to PowerPivot and power query, business application of power pivot and query, automating excel using VBA, business application of VBA, business data management applications,

customer analytics applications, demand forecasting applications, capstone project

Targeted Application & Tools that can be used: Microsoft Excel

Project work/Assignment:

- **Quiz (Module 1: Introduction to Data Analysis and Spreadsheets)**
  Students will take a quiz on Excel basics, worksheet operations, ranges, and data formatting.
- **Individual Assignment (Module 2: Formulae and Functions)**
  Apply formulas and functions (mathematical, text, statistical, lookup, financial) on a given dataset to perform meaningful analysis and submit a written assignment with results.
- **Case Study (Module 3: Data Visualization, Management and Analysis)**
  Analyze a business case dataset using PivotTables, charts, and dashboards. Identify patterns, trends, and provide managerial insights through visualization.
- **Project / Report Writing (Module 4: Applying Analytics to Achieve Business Impact)**
  Capstone group project: Develop an Excel dashboard integrating Power Query, PowerPivot, Solver, or VBA. Submit a report demonstrating how the solution can support decision-making in business areas such as sales, HR, marketing, or finance.

- Text Books:

- T1. Mount, G. (2024). *Modern data analytics in Excel*. Wiley.
- T2 Fortino, A. (2024). *Data visualization for business decisions*. Packt Publishing.

References:

1. **R1:** McKinney, W. (2022). *Python for data analysis: Data wrangling with pandas, NumPy, and Jupyter* (3rd ed.). O'Reilly Media.
2. **R2:** Gibson, G. (2024). *Essential data science and analytics with R and Python*. Springer.

3. **R3:** Arab, I. (2024). *Marketing analytics dashboards design*. Routledge.
4. **R4:** Castro, L. N. de. (2025). *Exploratory data analysis: Descriptive analysis, visualization, and dashboard design*, Taylor & Francis.
5. Baley, I., & Veldkamp, L. (2025). *The data economy: Tools and applications*. Princeton University Press.

Web pages

1. https://sites.google.com/view/narayanasrikanthreddy/home/student-home-page/mba-1st-sem
2. https://support.microsoft.com/en-gb/office/keyboard-shortcuts-in-excel-1798d9d5-842a-42b8-9c99-9b7213f0040f
3. https://www.linkedin.com/pulse/data-analysis-project-excel-dashboard-anusha-srivastava

PU library E –resource

   https://www-sciencedirect-com-presiuniv.knimbus.com/journal/journal-of-computational-mathematics-and-data-science

Catalogue prepared by	Dr. Varalakshmi Dandu
Recommended by the Board of Studies on	BOS NO: 18th held on 6th June 2025
Date of Approval	26th Academic Council Meeting held on 25th July 2025

by the Academic Council	

Course Code: MKT4113	Course Title: Digital Marketing					
	Type of Course: Program Core Theory Only Course	L-T- P- C	2	1	0	3
Version No.	1.0					
Course Pre-requisites	Marketing Management MS Office Social Media exposure					
Anti-requisites	NIL					
Course Description	Digital media is hip and happening. This course is for students who wish to learn digital marketing in a short time frame. The course will enable digital marketers to prepare digital marketing strategy. It will also provide an opportunity to understand the tools and techniques and hence the 'how' of digital marketing. This course will give a panoramic view of various digital and social media marketing mediums that businesses can use for escalating growth. It will give deep insights into the art and science of search engine optimization, search engine marketing, social media marketing, Email marketing & Mobile marketing. It will enable deep understanding of key social media such as Facebook, Instagram, LinkedIn, YouTube, Google+, Blogs and Twitter. This course will give insights into how to increase engagement, leads and conversions. The highlight of the course is that participants get to run live campaigns in groups and hence learn by doing. The course provides a good blend of strategy as well as execution.					
Course Outcomes	On successful completion of this course the students shall be able to: CO 1) Explain the functioning of a Search Engine and the importance of Search Engine Optimization (Comprehension) CO 2) Apply the concept of Search Engine Marketing in creating a digital Ad Campaign (Application) CO 3) Illustrate the use of social media in effective digital marketing campaign (Application) CO 4) Identify the opportunities of email and Mobile Marketing to leverage the power of mobile devices (Application)					
Course Objective:	The course aims at SKILL DEVELOPMENT with respect to Marketing Strategies with PARTICIPATIVE learning activities.					
Module 1	Search Engine Optimization (SEO)	Assignment using E Library (Participative Learning)	Article: Global Marketing for the Digital Age	15 Hours		
Topics: Introduction to Digital Marketing, Importance of Search Engine, How Search Engine works, Web Crawler / Spider, Search Engine Algorithm (Page Rank Algorithm), Understanding the SERP, Organic Search Results and SEO, Keywords - Keyword Theory and Research, Choosing the Right Keywords, Keyword Research Tools, SEO Process, On-Page and Off-Page Optimization.						
Module 2	SEM and DDA	Assignment (Participative Learning)	Case Study - Pepperfry.com: Marketing to Manage Customer Experience	10 Hours		

		Topics:
Introduction to Search Engine Marketing (SEM), Pay per Click (PPC) – Key Concepts, Benefits, Goals, and Google Ad Words ranking formula, SEO vs. SEM, Google Ad Words Account & Campaign, Keyword match types. Digital Display Advertising (DDA): Platforms, DDA Terminologies, DDA Key Stakeholders and Digital Ad Creation Process, Types of Display Ads, Remarketing.

Module 3	Social Media Marketing	Project (Experiential Learning)	Promote a Business Page in Social Media	10 Hours

Topics:

Social Media Marketing – Introduction, Classification of Social Media Tools, Importance, Media Types and three key players, Social Media Channels (Facebook, LinkedIn, Twitter, YouTube, Google+), Blogs, Social Media goals. Approaches to Social Media Marketing – Implementation – Listening, Pages, Publishing, Events, Groups, Jobs, Advertising.

Module 4	Email & Mobile Marketing	Assignment (Participative Learning)	Case Study - The Vanca: Reworking Digital Marketing Strategy	10 Hours

Topics:

Email Marketing – Definition, four stage process, Database & Subscriber Management, Design and Delivery of email, Tools. Mobile Marketing: Opportunities, Challenges, Desktop Websites vs. Mobile Website, Characteristics of effective mobile sites, Advantages of Mobile Sites and Mobile Apps, Advantages of Mobile Apps, SMS Marketing, and SMS Campaign Development Process. Introduction to Affiliate and Content Marketing.

Targeted Application & Tools that can be used: NA

Project work/Assignment:

Project Work: Create a dummy company of any product / service of your choice and use the various social media marketing platforms to promote it.

Assignment 1: Marketing Innovation Strategies: Interactive Learning along with a live group project.
Assignment 2: Identify the Digital and Social Media Marketing strategies adopted by any company of your choice.

Text Book:
T1: The Art of Digital Marketing by Ian Dodson of Digital Marketing Institute.
T2: Puneet Singh Bhatia; Fundamentals of Digital Marketing, Pearson

References

R1: The Google Story by David A. Vise, Pan
R2: Social Media Marketing by Tracy Tuten and Michael Solomon, Sage, 2015

Online Resources:
https://presiuniv.knimbus.com/user#/home

Articles:
Tse, A. (2000), "Strategic Marketing for the Digital Age", Journal of Consumer Marketing, Vol. 17 No. 4, pp. 358-372. Link: https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/jcm.2000.17.4.358.1/full/html
Fortin, D.R. (2000), "Global Marketing for the Digital Age", Journal of Consumer Marketing, Vol. 17 No. 4, pp. 358-372. Link: https://www-emerald-com-

presiuniv.knimbus.com/insight/content/doi/10.1108/jcm.2000.17.4.358.2/full/html

Alsukaini, A.K.M., Sumra, K., Khan, R. and Awan, T.M. (2022), "New trends in digital marketing emergence during pandemic times", International Journal of Innovation Science, Vol. ahead-of-print No. ahead-of-print. Link: https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/IJIS-08-2021-0139/full/html

Multimedia (Videos):
Digital Marketing and You – TED Talk by Ankit Srivastava
          https://www.youtube.com/embed/cBA-itmpR84
Social Media Marketing for Small Business
          https://www.youtube.com/embed/wtZWt4YzQPU

Case Studies:
The Vanca: Reworking Digital Marketing Strategy By: Jones Mathew; Banasree Dey, Indisn School of Business (ISB), Link: https://hbsp.harvard.edu/download?url=%2Fcatalog%2Fsample%2FW17158-PDF-ENG%2Fcontent&metadata=e30%3D

GiveIndia: On the Net for a Cause By: Sanjeev Tripathi, Shashank Bhasker, Indian School of Business (ISB), Link: https://hbsp.harvard.edu/download?url=%2Fcatalog%2Fsample%2FW16048-PDF-ENG%2Fcontent&metadata=e30%3D

Pepperfry.com: Marketing to Manage Customer Experience By: Gaganpreet Singh; Sandeep Puri; Sanjit Kumar Roy, Ivey Publishing, Link: https://hbsp.harvard.edu/download?url=%2Fcatalog%2Fsample%2FW17332-PDF-ENG%2Fcontent&metadata=e30%3D

Radio Mirchi: Marketing Strategy for the Bangalore Market By: Anand Kumar Jaiswal, IIM-Ahmedabad, Link:https://hbsp.harvard.edu/download?url=%2Fcatalog%2Fsample%2FA00108-PDF-ENG%2Fcontent&metadata=e30%3D

Maruti Suzuki India Limited: Marketing By: Dr. Sanjeev Prashar, Richard Ivey School of Business, Link: https://hbsp.harvard.edu/download?url=%2Fcatalog%2Fsample%2FW13012-PDF-ENG%2Fcontent&metadata=e30%3D

Catalogue prepared by	Dr. Chithambar Gupta V
Recommended by the Board of Studies on	BOS NO: held on
Date of Approval by the Academic Council	Academic Council Meeting No.

Course Code: GMM4117	Course Title: Corporate Finance Course: Program Core Theory only		L-T- P- C	3	1 0	4
Version No.						
Course Pre-requisites	Sound knowledge of Bank balance sheet and Basic mathematics.					
Anti-requisites	NIL					

Course Description	This course enables the students to understand the roles and responsibilities of financialmanagers in connection with investment, financing and dividend decisions. This course focuses on the various metrics of investment analysis, measurement of cost of capital, identifying the optimum capital structure, managing working capital, linkage between long- term and short-term source of finance, dividend distribution, company valuation and merger & acquisition. This course helps the students to understand how efficiently companies should manage their finance to enhance the company value.			
Course Outcomes	On successful completion of this course, the students shall be able to:			

Course Objective	1.
	    2. Know the fundamentals of Finance
	    3. Analyze the basics of Time value & Capital budgeting Decisions
	    4. Apply to basic corporate financing decisions			

Course Content				
Module 1	Investment Decisions/Capital Budgeting	Experiential Learning	Lecture	15 Hours
Time Value of money, Risk & Return, Investment criteria – Accounting Rate of return – Pay Back Period - Net present value –Internal Rate of Return – Profitability Index - Capital rationing - Capital investment process.				
Module 2	Securities Valuation and Cost of Capital	Experiential Learning	Lecture and Discussion	15 Hours
Cost of capital – Cost of equity – Cost of Debt –Cost of Preference Shares – Cost of Retained Earnings- Securities Valuation: Equity and Bond Valuation- Discounted Dividend Model Approach-Project risk – valuation by certaintyequivalents - weighted average cost of capital – Adjusted present value.				
Module 3	Dividend Decisions and Pay- outs	Experiential Learning	Participative Learning	15 Hours
Dividend policy and stock value: Factors influencing dividend policy –Dividend policy models: Traditional position-Miller and Modigliani position; Bonus Shares, Stock Splits, Bonus Shares, -Stock Repurchases-Financial Strategy for growth – Financial Distress – Corporate Restructuring.				
Module 4	Management of Working Capital	Experiential Learning	Lecture and Presentation	15 Hours
Working Capital- Meaning, Need, Determinants - Working Capital Cycle - Estimation of working capital need – Working capital investment and financing policies – Cash management – Marketable securities management - Accounts Receivables management – Inventory management and financing.				
Books 1. Corporate Finance, by Stephen A. Ross, Randoloh W. Westerfield, Jeffrey Jaffe, Bradford D Jordan, Ram Kumar Kakani, 11e, The McGraw-Hill Education.				
References 1. Principles of Corporate Finance, Richard A. Brealey, Stewart C. Myers, Franklin Allen & Pitabas Mohanty. 2. Fundamentals of Corporate Finance, Jonathan Berk, Peter Demarzo and Jarrad Harford, Pearson Publications.				

Course Code: GMM4120	Course Title: Human Capital Management Type of Course: Program Core	L	T	P	C
		2	1	0	3
Version No.	2.0				
Course Pre-requisites	**NIL**				
Anti-requisites	**Nil**				
Course Description	This course provides a comprehensive understanding of Human Capital Management with a strategic and practical orientation. It examines the evolution from traditional HRM to HCM, emphasizing workforce planning, talent acquisition, and the use of digital HR technologies. The course covers training and development, performance and potential management, and career growth practices to enhance employee capability. It also focuses on compensation management, employee retention, and attrition management in the Indian context. The course further introduces industrial relations, labour codes, dispute resolution mechanisms, and collective bargaining, enabling learners to manage employment relations effectively in contemporary organizations.				
Course Objective	This course is designed to improve the learners' EMPLOYABILITY SKILLS by using PARTICIPATIVE LEARNING techniques				
Course Out Comes	**CO1:** Explain Human Capital Management concepts and digital HR practices to workforce planning and talent acquisition. (Blooms Level: Understand) **CO2:** Apply training, development, and performance management systems to improve employee capability. (Blooms Level: Apply) **CO3:** Implement compensation planning and retention strategies to reduce employee attrition. (Blooms Level: Apply) **CO4:** Examine labour laws and industrial relations mechanisms in managing employment relations. (Blooms Level: Analyse)				
Course Content:					

Module 1	**Introduction to HCM and Procuring Human Capital**	Assessment	Quiz	12 Sessions

Topics: **Introduction to Human Capital Management:**

Meaning, Scope, Importance, and Functions of HCM; Evolution from HRM to HCM; David Ulrich Model, Contemporary Trends – Workforce Diversity, Hybrid Work, Gig Workforce; Role of Digital HR – Social Media, Artificial Intelligence, Machine Learning, People Analytics, Metaverse, and Robotic Process Automation in HCM. Green HRM.

Procuring Human Capital:

Job Analysis – Meaning and Importance; Job Description and Job Specification; Human Resource Planning – Importance and Process; Talent Acquisition and Recruitment – Sources; Selection – Methods, Interviews, Tests, and Test Validity; Employee Orientation and Socialization.

Module 2	**Training, Development and Performance Management**	Assessment		Report Writing	12 Sessions

Training and Development: Concept and Types of Training; Training Need Assessment; On-the-Job and Off-the-Job Training Methods; Executive Development; Job Crafting and Career Development.

Performance and Potential Management: Objectives of Performance Management; Methods of Performance and Potential Appraisal; Post-Appraisal Feedback; Issues and Challenges in Performance Appraisal.

. [Blooms level :Apply]

Module 3	**Compensation Management and Employee Retention**	Assessment	Case Study Analysis	11 Sessions

 Compensation Administration: Concept and Objectives of Compensation Planning; Strategic Role of Compensation in Human Capital Management; Job Evaluation Methods; Wage and Salary Surveys; Pay Structure and Compensation Components in India; Factors Influencing Compensation; Incentives and Variable Pay; Fringe Benefits and Employee Benefits.

Employees' Retention: Concept and Importance of Employee Retention; Employee Attrition – Meaning, Types, and Causes; Calculation of Attrition Rate; Impact of Attrition on Organizational Performance; Role of Engagement, Career Growth, Compensation, and Work-Life Balance in Managing Attrition; Retention Strategies.

[Blooms level :Apply]

Module 4	**Industrial Relations and Labour Codes**	Assessment	Group Presentation	10 Sessions

Concept, objectives, industrial disputes, and changing employment relations in India. Labour Code framework with emphasis on the Industrial Relations Code—trade union recognition, strikes and lockouts, standing orders, and workforce flexibility. Industrial disputes settlement machinery: bipartite, conciliation, and adjudicatory mechanisms. Collective bargaining process and the evolving role of trade unions in the post-Labour Code environment.

[Blooms level: Analyse]

Targeted Application & Tools that can be used:

- Fundamental exposure to the qualitative and quantitative surveys techniques in**: People, Performance and HR Strategy.**

- Professionally Used Software: Microsoft excel, SPSS, R software, and qualitative techniques, Tableau, Microsoft Power BI, Skill Assessment Platforms.

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course:

Assessment 1 – Quiz - Quiz related to the basic concepts HCM and Procuring Human Capital

Assessment 2 – Complete one online course given in the certification section of course plan and submit the certificate.

Assessment 3 - Case Study Analysis - Students to submit the case study analysis by selecting any one case out of 5 cases and answer the questions specific to that case and submit a poster presentation.

Assessment 4 – Group Presentation

Prepare a group presentation on the topic "Evaluating the Implications of the Industrial Relations Code, 2020 on Employer–Employee Relationships and Human Capital Management Practices in India."

Text Books

T1: Dessler, G. (2023). Human resource management (17th ed.). Pearson Education. – Comprehensive coverage of HCM foundations, talent acquisition, training, performance, compensation, and digital HR trends.

T2: Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2023). Human resource management: Gaining a competitive advantage (13th ed.). McGraw-Hill Education. – Strategic HCM perspective covering performance management, development, retention, and competitive talent practices.

T3: Sengupta, A. (2024). Human resource management: Concepts, practices, and new paradigms (2nd ed.). Cengage Learning India. – Indian context, updated with new HR paradigms, recruitment, performance, career management, diversity, and retention.

Reference Books

R1: Sharma, R. C., & Sharma, N. (2025). Human resource management: Concepts, theories and contemporary practices. Routledge India.
– Up-to-date theory and practices across HR functions, including workforce trends, acquisition, training, performance, compensation, and employee relations. (Routledge)

R2: Milkovich, G. T., Newman, J. M., Gerhart, B., & Nyberg, A. J. (2023). Compensation (14th ed.). McGraw-Hill Education.
– In-depth reference on compensation strategy, incentives, pay structures, and benefits aligned with Module 3.

R3: Monappa, A., Batra, G. S., & Chandra, P. (2023). Industrial relations and labour laws (6th ed.). McGraw-Hill Education India.
– Focused on India's Labour Codes, industrial relations, dispute settlement, collective bargaining, and trade unions.

R4: Srivastava, S. C. (2026). Industrial relations and labour laws (9th ed.). Vikas Publishing House.

R5: Government of India. (2020). Industrial Relations Code, 2020 (updated ed. 2026). Taxmann.

Web Resources:

Web Links:

1. A review of performance measurement: Towards performance management

https://puniversity.informaticsglobal.com:2282/ehost/detail/detail?vid=7&sid=41ff6170-e9b6-4fdc-bd4a-bb122d67f0f7%40redis&bdata=JnNpdGU9ZWhvc3QtbGl2ZQ%3d%3d#AN=18259872&db=iih

2. https://ocw.mit.edu/courses/15-660-strategic-hr-management-spring-2003/g/

Related Articles:

1. **Impact of e-leadership and team dynamics on virtual team performance in a public organization** https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/IJPSM-08-2020-0218/full/html

2. **Managing Diversity In The Workplace: Age, Language And Culture**

   https://www.forbes.com/sites/forbesbusinesscouncil/2021/08/12/managing-diversity-in-the-workplace-age-language-and-culture/?sh=32d35341e954

3. Case Study: Apigee; People Management Practices and Challenge of growth. (Ivey Publishing-ISB-H)

Book - References:

- Becker, B. E., & Huselid, M. A. (2021). High performance work systems and firm performance: A synthesis of research and managerial implications. In The strategic human resource management sourcebook (pp. 123–140). Oxford University Press.

- Schmidt, L. (2021). Redefining HR: Transforming people teams to drive business performance. Kogan Page.

- Madhani, P. M. (2024). Strategic HR analytics: Driving business performance. *ResearchGate*.
  https://www.researchgate.net/publication/377208077_Strategic_HR_Analytics_Driving_Business_Performance

- People Strong. (2023). *Performance insights handbook*.
  https://www.peoplestrong.com/sg/white_paper/performance-insights-handbook

Catalogue prepared by	Dr. Anni Arnav/ Associate Professor / School of Management
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: BNK5111	Course Title: Commercial Banking	L – T – P –C	3 – 1 – 0 – 4
Version No.	1.0		
Course Pre-requisites	a) Basic communication skills b) MS Office proficiency c) Analytical skills d) Awareness of current global events e) Basic understanding of economics and finance		
Anti-requisites	NIL		
Course Description	This course focuses on the evolution of banking, the organizational structure of banks, and how banking and other financially related legislation and regulation have impacted the operation of today's financial companies. It also analyses the assets and liabilities of banks, the credit appraisal and lending process for various types of borrowers, risk management strategies in banking, the problem of NPA, micro-financing, technology in banking, retail banking, financial inclusion, priority sector lending and other contemporary aspects would be discussed in the program. It further talks about various financial techniques to measure a bank's financial performance and condition.		

Course Outcomes	On successful completion of this course the students shall be able to: • CO1: Understand the basics of commercial banking. • CO2: Apply the banking knowledge in the real-world scenario. • CO3: Analyse the operational complexities of the commercial bank. • CO4: Evaluate the regulatory aspects and evaluate the performance of commercial bank.			
Course Objective:	The course aims at **SKILL DEVELOPMENT** with respect to Commercial Banking with **PARTICIPATIVE** learning activities.			
Module 1	**Introduction to Commercial Banking**	Assignment using E Library (Participative Learning)E-Library Assignment: Research the historical evolution of banking in India, focusing on key regulatory changes and their impact on the banking sector.	Case Study: Experiential	**14 Sessions**

Topics:
- Evolution of Banking
- Structure of the Indian Banking System
- Banking Regulations and Legislation in India (RBI Act, Banking Regulation Act)
- Functions of Commercial Banks

Module 2	**Banking Operations and Management**	Assignment (Participative Learning)	Case Study: Experiential	**16 Sessions**

Topics:
- Acceptance of Deposits: Types of Deposits, Deposit Mobilization Strategies
- Principles of Lending
- Credit Appraisal Techniques
- Priority Sector Lending
- Financial Inclusion

Module 3	**Risk Management in Commercial Banks**	Project (Experiential Learning)	Group Presentation (Participative Learning): Present on the impact of Basel III norms on capital adequacy and risk management in Indian commercial banks.	**16 Sessions**

Topics:
- Types of Risks in Banking (Credit Risk, Operational Risk, Market Risk)
- Asset-Liability Management (ALM)
- Management of Non-Performing Assets (NPAs)
- Basel Norms and Capital Adequacy

Module 4	**Contemporary Issues in**	Assignment (Participative Learning)	Group Presentation (Participative	**14 Sessions**

	Commercial Banking	Research and report on the latest trends in FinTech and their implications for commercial banking in India.	Learning)	

Topics:
- Technology in Banking: Digital Payments, Core Banking Solutions (CBS)
- Retail Banking: Products and Services
- Micro-finance
- Neo Banking
- Customer service in Banking

Targeted Application & Tools that can be used: NA

Project work/Assignment:
- **Project Work:** Conduct a comparative analysis of the financial performance of two commercial banks in India, using key financial ratios and indicators.
- **Assignment 1:** Evaluate the effectiveness of priority sector lending programs in promoting financial inclusion in India.
- **Assignment 2:** Analyze the impact of digital payment systems on the operational efficiency and profitability of commercial banks.
- **Assignment 3:** Develop a comprehensive risk management framework for a commercial bank, addressing key risks and mitigation strategies.
- **Assignment 4:** Research and present on the challenges and opportunities of implementing micro-finance initiatives through commercial banks.

- Text Book:
- T1. Suresh, Padmalatha & Paul, Justin, (2022), Management of Banking & Financial Services, Fourth Edition, Pearson India
- T2. Muraleedharan, D(2022) Modern Banking-Theory and Practice, Second Edition. PHI Learning

References:
- R1. Gomez, Clifford (2022), Banking & Finance, Theory, Law And Practice, PHI Learning
- R2. C R Basu (2018), "Commercial Banking in the planned economy on India" Twenty Sixth Edition, Mittal Publications, New Delhi

Online Resources:
https://presiuniv.knimbus.com/user#/home

Articles:
- https://www.rbi.org.in/scripts/PublicationReportDetails.aspx?ID=251
- http://www.yourarticlelibrary.com/banking/important-methods-adapted-by-rbi-to-control-credit-creation/23490

Multimedia (Videos):
- Neo Banking –
  - https://www.youtube.com/watch?v=9tRXp7-aB3U
- Customer service in Banking
  - https://www.youtube.com/watch?v=FnSQuStARbc

Case Studies:
- The Impact of information technology in banking system (A case study in Bank Keshavarzi IRAN)

Catalogue prepared by	Prof. Debayan Kanty Bose

Recommended by the Board of Studies on	BOS NO: 18th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26th held on 25,July,2025

Course Code: QNT4115	Course Title: Fundamentals of Business Analytics	L	T	P	C
	Type of Course: Program Core Theory & Practical Course	1	0	2	2
Version No.	1.0				
Course Pre-requisites					
Anti-requisites					
Course Description	This course introduces students to the fundamentals of Business Analytics and its role in data-driven decision making. It covers key analytics concepts, types of analytics, business data and metrics, descriptive, diagnostic, and introductory predictive analytics, along with practical applications across business functions. The course emphasizes real-world business problem solving using analytical thinking and interpretation.				

Course Outcomes	CO1	Explain the fundamentals, types, and lifecycle of Business Analytics
	CO2	Identify and classify business problems using appropriate analytics approaches
	CO3	Analyze business data using various types of analytics techniques

Course Objective	The course aims to develop students' ability to apply descriptive and diagnostic analytics techniques to real-world business problems while providing conceptual exposure to predictive analytics and forecasting methods. Additionally, it demonstrates how analytics is applied across major business functions such as marketing, finance, human resources, and operations to support data-driven managerial decisions.

Module 1	Introduction to Business Analytics	Assignment using E Library (Participative Learning)	9 Hours(3 L +6 P)

Evolution of data-driven decision making, What is Business Analytics?, Difference between Business Intelligence and Business Analytics, Types of Analytics, Descriptive Analytics, Diagnostic Analytics, Predictive Analytics, Prescriptive Analytics, Analytics lifecycle and workflow, Role of analytics in competitive advantage

Module 2	Data, Data Types, and Business Metrics	Class Activity (Participative Learning)	9 Hours(3 L +6 P)

Understanding business data, Types of data: Structured, semi-structured, unstructured, Qualitative vs quantitative data, Scales of measurement, Data quality issues and data preparation basics, Introduction to Key Performance Indicators (KPIs), Business metrics and dashboards

Module 3		Project (Experiential Learning)		9 Hours(3

			L +6 P)
Descriptive analytics techniques, Summary statistics for business data, Data aggregation and comparison, Trend and variance analysis, Root cause analysis, Introduction to exploratory data analysis (EDA)			
Module 4		Hands-on with Tools	9 Hours(3 L +6 P)
What is predictive analytics?, Predictive modeling concepts, Correlation and regression (conceptual understanding), Forecasting fundamentals, Assumptions and limitations of predictive analytics			
Module 5		Class activity + Quiz	9 Hours(3 L +6 P)
Marketing analytics (customer segmentation, churn, campaign analysis), Financial analytics (profitability, budgeting, risk basics), Operations and supply chain analytics, Human resource analytics, Ethics and challenges in business analytics			

Targeted Application & Tools that can be used: Microsoft Excel, Google Sheets, Kaggle Datasets

Project work/Assignment:

Assignment 1: Module 1– Quiz

Assignment 2: Module 2 - Written Assignment

Assignment 3: Module 3 - Case study in

Assignment 4: Module 4 - Project Work

Text Book:

T1:Evans, J. R. (2022). *Business Analytics: Methods, Models, and Decisions*. Pearson Education.

Reference Books:

R1: Prasad, R. N., & Acharya, S. (2016). *Fundamentals of business analytics* (2nd ed.). Wiley.

R2: Jaggia, S., Lertwachara, K., Kelly, A., Chen, L., & Guha, A. (2023). *Business analytics: Communicating with numbers* (2nd ed.). McGraw Hill.

R3: Albright, S. C., & Winston, W. L. (2015). *Business analytics: Data analysis & decision making* (7th ed.). Cengage Learning.

Online Resources:

- Presidency University Digital Library
  https://presiuniv.knimbus.com/user#/home
- Kaggle Datasets
- IBM Analytics Learning Resources

Research Articles:

1. Davenport, T. H., & Bean, R. (2023). Big data and AI-driven analytics: Transforming decision-making in organizations. *MIT Sloan Management Review, 64*(4), 1–9.
2. Sharda, R., Delen, D., & Turban, E. (2024). Business analytics and data-driven decision making: A managerial perspective. *Decision Support Systems, 176*, 114021. https://doi.org/10.1016/j.dss.2023.114021.

3. Wamba, S. F., Queiroz, M. M., Trinchera, L., & Fox, G. (2023). Big data analytics capability and business performance: A systematic review and research agenda. *International Journal of Information Management*, *68*, 102591. https://doi.org/10.1016/j.ijinfomgt.2022.102591

Multimedia (Videos):

Case Studies:

- Walmart – Data-driven Inventory Management - https://superagi.com/real-time-data-enrichment-case-studies-success-stories-from-netflix-uber-and-walmart/
- Netflix – Analytics-driven Content Recommendation - https://www.studocu.com/in/document/university-of-mumbai/big-data-analytics/bda-sem-7-tech-neo/108902115
- Amazon – Customer Analytics and Personalization - https://www.ithy.com/article/retail-analytics-implementation-case-studies-2693nh4p
- Uber – Demand Forecasting and Dynamic Pricing - https://ithy.com/article/analytics-case-studies-9hawx3lg.

Catalogue prepared by	Dr. P. Mary Jeyanthi & Dr. Varalakshmi Dandu
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: FIN5124	Course Title: Financial Markets and Services, Type of Course: Specialization Track Core		L- T-P- C	3	1	0	4
Version No.	1.0						
Course Pre-requisites	Students should have successfully completed Financial Management and Financial Accounting courses.						
Anti-requisites	NIL						
Course Description	Financial services sector is one the important sectors contributing towards the GDP of the country. The recent developments in technology has enabled the financial services sector to deliver products in a better and secure way, along with strong regulations as a major contributor towards growth and development of the sector. This course provides an insight of major financial services and the financial institutions through which the services are provided. It makes an evaluation of the regulators, institutions, instruments and participants. The course focuses on various financial services including Merchant banking, Investment Banking, Depositories, Mutual Funds, Financing, Portfolio Management, Venture Capital, Private Equity, Factoring and Depository services. The course helps in deciding major career options in financial markets.						
Course Outcomes	On successful completion of this course the students shall be able to: CO 1 Discuss current structure and regulations of the Indian financial system with global scenario. (Comprehension) CO2 Summarize the concepts and mechanism of financial markets. (Comprehension) CO3 Explain the financial services and specialized financial services and their role in Indian and Global financial markets. (Comprehension) CO4 Demonstrate analytical skills to address relevant issues relating to specialized and other financial services industry in India and Global (Application).						
Course Objective:	The course aims at SKILL DEVELOPMENT with respect to Financial Services with PARTICIPATIVE learning activities.						
Module 1	Introduction to Financial System	Assignment (Participative Learning)	SEBI Guidelines			15 Hours	

Financial System: Introduction to Indian Financial System and Global Financial System. Structure of Indian Financial System. Characteristics of Indian Financial System. Organization of Indian Financial System. Function, Importance, Purpose of financial market. Global financial market roles and responsibilities. Indian Regulatory Bodies - Security Exchange Board of India (SEBI) – Introduction, Activities of SEBI, SEBI & Primary Market, SEBI & Secondary Market, SEBI & Mutual Funds, SEBI and Takeover Norms, RBI - Role and Functions & Monetary Policy of RBI.

Module 2	Product & Price	Assignment (Participative Learning)	Financial Markets	15 Hours

Financial Markets: Money Market Products and Applications, Capital Market – IPO, FPO, Trading Settlement, Others: OTC Market, Bond Market, Derivatives Markets, Commodity Markets – Meaning, types, and feature. Forex Markets - Meaning, types, and feature, Crypto currency Markets - Meaning, types, and feature.

Module 3	Place & Promotion	Project (Experiential Learning)		15 Hours

Nature and Scope of Financial Services - Regulatory Framework for Financial Services - Management of Risk in Financial Services - Pricing of Financial Services - Marketing of Financial Services.

Module 4	Financial Intermediaries	Assignment (Participative Learning)		15 Hours

Financial Intermediaries- Mutual Funds - Merchant Banking - Leasing and Hire Purchase - Debt Securitization - Housing Finance - Credit Rating - Strategic Issues in the Management of Financial Intermediaries. Financial Services: Venture Capital
- Factoring and forfaiting- Asset Liability Management - Insurance Services, Bancassurance and Reinsurance - Securitization and Asset Reconstruction Companies - Indian and Global Perspective – Managing new challenges - Non -Banking Financial Companies.

Targeted Application & Tools that can be used:
Exposure to the Financial Markets and Management of Financial Services
Professionally Used Software: Quickbooks, Webull, Kissflow Finance, Zoho Finance Plus, Oracle Finance Cloud.

Project work/Assignment:

Assignment: 1] Refer to recent articles on financial markets and analyse the critical factors in financial markets. (Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.)
Assignment: 2] Review of status of financial services and specialized financial services in India. (This assignment has to be done in group. All the members of the group have to contribute and submit the PPT and do presentation.)
Assignment: 3] Schedule an interview with a Financial Service Manager of an organization and infer the information and data about the organizational activities, analyzing the financial performance of that organization. Submit the summary
report of the discussion (Experiential Learning).

Textbook:
- T 1 Clifford Gomez, Financial Markets, Institutions and Financial Services,

PHI Learning Private Ltd. Reference Books:
- R 1 E.Gordon & K Natarajan, Financial Markets and Services. Himalaya Publishing House.
- R 2 Shashi K Gupta and Nisha Aggarwal, Financial Services, 12th Edition, Jan, 2022, Kalyani Publishers.

References

Research Articles in Journals
- Customer demand for Credit card services, Journal of Financial Services Research, Volume 61, Issue 3, June 22, https://link.springer.com/article/10.1007/s10693-022-00381-4.
- Research on Financial Services Innovations- A Quantitative Review and Future Review and Future Research Directions, International Journal of Bank Marketing
https://www.researchgate.net/publication/291822155_Research_on_Financial_Services_Innovations_A_Quantitat ive_Review_and_Future_Research_Directions

Case Studies:
- Inter-organizational relationship and innovation – A case study on the financial services Industry
https://www.proquest.com/abiglobal/docview/2633900999/6F16FF5FB92242DFPQ/6?accountid=177896
- Factor influencing Financial Inclusion an Empirical Study
https://www.proquest.com/docview/2668445617/B2B6922070BE4ABEPQ/1?accountid=17

7896
- Liquidity Risks in Non-Banking Financial Companies: An Analysis
    https://www.proquest.com/docview/2668445617/B2B6922070BE4ABEPQ/1?accountid=177896
- LIC IPO: Is India's insurance giant worth $200 billion?
    https://www.proquest.com/abiglobal/docview/2619533848/FD9290DFC1994300PQ/2?accountid=177896

3ʳᵈ SEMESTER

Course Code: GMM4114	Course Title: Business Law and Regulatory Compliance Type of Course: Program Core	L	T	P	C
		3	0	0	3
Version No.	1.0				
	Foundational Business Administration awareness, which includes the Fundamentals of Business or Management Students should have a basic understanding of business functions such as marketing, finance, and operations to grasp how legal and regulatory issues impact different areas of business. English Language Proficiency Since legal documents, statutes, and case laws are often in English, students should be comfortable reading and interpreting formal and legal language. Basic Understanding of Legal Systems (Recommended) A general awareness of how the Indian legal system functions — including the roles of the legislature, judiciary, and regulatory bodies — will enhance learning, but is not mandatory.				
Anti-requisites	Nil				
Course Description	This course offers an in-depth understanding of the Indian legal and regulatory framework governing business operations. It covers essential aspects of business law, including the Indian Contract Act, Companies Act, Consumer Protection Act, Intellectual Property Act, and relevant regulations. The course also focuses on regulatory compliance requirements as mandated by bodies such as SEBI and other statutory				

	authorities. Students will develop the ability to identify legal risks, ensure compliance with sector-specific laws, and understand the implications of non-compliance in the Indian business environment. Through case studies, recent legal developments, and practical assignments, the course equips learners to align business practices with Indian legal standards.		
Course Objective	This course is designed for skill development of the learner by using participative learning techniques. 🎬 Understand the foundational principles of business law relevant to the Indian legal system, including the laws governing contracts, companies, consumer rights, and Intellectual property rights. 🎬 Analyse key statutory and regulatory frameworks applicable to business entities in India, such as the Companies Act, 2013; SEBI regulations; FEMA. 🎬 Evaluate the role of regulatory bodies like SEBI in ensuring legal compliance and maintaining corporate accountability. 🎬 Interpret legal provisions and compliance obligations in business scenarios, and identify legal risks and implications of non-compliance.		
Course Outcomes	**CO1:** Interpret foundational legal concepts and apply the principles of Indian Contract Law to evaluate the validity, performance, and breach of commercial agreements in business settings and analyze the legal framework governing the sale of goods. [Analyse] **CO2:** Demonstrate a practical understanding of company formation and compliance requirements as outlined in the Companies Act, 2013, and apply the provisions of the Foreign Exchange Management Act (FEMA), 1999, to evaluate and manage foreign exchange transactions **CO3:** Examine the key types of Intellectual Property Rights (IPRs) in India and apply relevant legal principles to protect and manage intellectual assets in business, innovation, and branding strategies. **CO4:** Interpret and apply the provisions of the Consumer Protection Act, 2019, to identify consumer rights, assess business responsibilities, and resolve consumer disputes in compliance with the legal framework governing consumer protection in India.		
Course Content:			

Module 1	Introduction to the Indian Legal System and the Indian Contract Act, The Sale of Goods Act, 1930		Assessment 1 – MCQ Quiz on types of contracts, essentials, breach, and remedies.	**Understand** **10 Sessions**

Topics:
Sources and classification of Indian law, Essentials of a valid contract under the Indian Contract Act, 1872,Types of contracts and enforceability, Performance and discharge of contracts, Remedies for breach of contract and implications for business, Formation of Contract of Sale, Conditions and Warranties, Performance of Contract, Rights of an Unpaid Seller, "Doctrine of Caveat Emptor.
Activity: Real-life business agreement case studies.

Module 2	Companies Act - 2013 & FEMA 1999		Assessment 2 – Crossword or Puzzle: Key company law terms (MOA, AOA, AGM, ROC,	Understand 15 Sessions

| | | | etc.) in a gamified format. | |

Definition of Company, Characteristics of a Company, Kinds of Companies, Incorporation of Companies
Memorandum of Association (MoA) & Articles of Association (AoA), Directors: Appointment, Roles & Responsibilities, and grounds for disqualification of Directors, Types of Shares, Corporate Social Responsibility (CSR) under Section 135, Winding up of a Company, Introduction to FEMA, Regulatory Structure under FEMA, Current Account vs Capital Account Transactions, Foreign Exchange Transactions, Foreign Direct Investment (FDI) and FEMA, Overseas Direct Investment (ODI) guidelines under FEMA, Penalties and Enforcement Mechanism.

Activity: [FEMA Cases]
- **Vodafone case** – Dispute over the indirect transfer of Indian assets by a foreign entity
- **Flipkart/Walmart investment** – Under automatic vs. government route for FDI

- **Startups raising funds** – Understanding FEMA's role in ECB or FDI regulation

| Module 3 | Intellectual Property Rights (IPR) | | Assessment 3 –

Poster/Infographic: Students design an informative poster on types of IP (patents, trademarks, copyrights, etc.). | Analyse   10 Sessions |

Intellectual Property Rights (IPR)

Trademark Act, 1999: Registration, Infringement, Remedies, Copyright Act, 1957: Protection of literary, musical, artistic works, Patent Act, 1970: Patentability Criteria, Process, Rights of Patentees

Activity: Cases to be discussed:
- 🎬 Case: Basmati rice GI dispute
- 🎬 Case: Novartis v. Union of India (patent denial for cancer drug)
- 🎬 Copyright: Music and movie piracy implications

| Module 4 | Consumer Protection Act - 2019 | | Assessment 4 Presentation -Case Laws on Celebrity Endorsements. | Understand

10 Sessions |

Introduction to CPA, 2019, Key Definitions, Rights of Consumers (Section 2(9)), Consumer Disputes Redressal Agencies, E-Commerce and Consumer Rights, Duties and liabilities of e-commerce entities, Product Liability & Penalties, Liability of manufacturer, seller, and service provider, Conditions under which product liability arises, Penalties for misleading ads (endorser liability, celebrity accountability).
Activity:
 Relevant Case Studies / Examples:
- Maggi noodles case (misleading advertisement & product safety)
- E-commerce refund disputes
- Celebrity endorsements leading to misleading promotions
- Case studies: Amazon/Flipkart refund complaints

- Debate: "Are Indian consumers truly protected in the digital age?"

Targeted Application & Tools that can be used:

Case lets and flowcharts to trace offer, acceptance, consideration, etc.

Poster making / Canva: Create awareness posters on types of IP.

Case analysis of FEMA violations or approvals (e.g., Flipkart/Walmart).

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course

Web Resources:

- Full Text (PDF): India Code
- India Code Portal: Indian Kanoon
- AdvocateKhoj Bare Act: AdvocateKhoj

🛒 Sale of Goods Act, 1930
- Full Text (PDF): India Code
- India Code Portal: India Code
- Indian Kanoon: Indian Kanoon

🏢 Companies Act, 2013
- Full Text (PDF): India Code
- India Code Portal: India Code
- ICS Institute e-Book: e-book.icsi.edu

💡 Intellectual Property Laws
- Patents Act, 1970 (PDF): Intellectual Property India
- Copyright Act, 1957 (PDF): Ministry of Education
- Trade Marks Act, 1999: Intellectual Property India

🛍 Consumer Protection Act, 2019
- Full Text (PDF): India Code
- India Code Portal: India Code
- Ministry of Consumer Affairs: consumeraffairs.nic.in

🌐 Foreign Exchange Management Act (FEMA), 1999
- Full Text (PDF): India Code
- Directorate of Enforcement: Enforcement Directorate

Text Books:

1. Kapoor, G. K., & Dhamija, S. (2023). *Business and corporate laws* (Latest ed.). Taxmann Publications.
2. Pathak, A. (2022). *Legal aspects of business* (7th ed.). McGraw Hill Education.

References:

1. Government of India. (2021). The Indian Contract Act, 1872: Bare act with illustrations (2021 ed.). Government of India Press.

2. Taxmann. (2022). Foreign exchange management manual (39th ed.). Taxmann

Publications.

3. Taxmann. (n.d.). Consumer protection law & practice. Taxmann Publications.
(Use "n.d." if the publication year is not clearly mentioned on the book. Replace with the actual year if known.)

4. Bhandari, M. K. (2021). Law relating to intellectual property rights. Central Law Publications.

5. LexisNexis. (n.d.). Companies Act, 2013 (5th ed.). LexisNexis India.

Catalogue prepared by	Dr. SHALINI ACHARYA
Recommended by the Board of Studies on	BOS NO: 18th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26th held on 25,July,2025

Course Code: GMM4113	Course Title: Business Strategy and Corporate Transformation Type of Course: Program Core	L-T-P-C	2	1	0	3
Version No.	1.0					
Course Pre-requisites	[1] **Management** Concepts and Practices (MBA1015) [2] **Microeconomics** for Managers (MBA1009)					
Anti-requisites	**NIL**					
Course Description	Corporate Strategy has become a significant point of the modern corporate world. The changing phases of the competition, the political and social changing faces, the invention of new techniques, and new ideas have compelled the corporate world to embrace the corporate strategy concept and come out with the success. This course (Corporate Strategy) is an integral part of the Strategic Management. Strategic Management is involved in many of the decisions that a leader makes. This course includes what is a strategy, corporate direction, environmental scanning, and sources of competitive advantage, BEVUCA, Neurostrategy, strategy formulation, competitive strategies in emerging industries, balanced scorecard, and International Business.					
Course Objective	This course is designed to improve the EMLOYABILITY SKILLS by using participative learning.					
Course Outcomes	**On successful completion of this course the students shall be able to:** 1) Define corporate strategy 2) Identify various factors of competitive advantage 3) Explain various generic competitive strategies 4) Prepare a Balanced Scorecard for an organization.					

Course Content:				
Module 1	Introduction to Strategic Management	**Case**: Strategic Analysis of Starbucks Corporation	**Data Analysis**: Analysis the different tools used in Neurostrategy based on University SCOPUS database (% analysis).	**12 Sessions**

Topics:
Module -I Introduction to Strategic Management
What is Strategic Management & Stages of Strategic Management, Integrating Intuition and Analysis, Adapting to Change, Key Terms in Strategic Management, External Opportunities and Threats & Internal Strengths and Weaknesses, Long-Term Objectives, Strategies and Annual Objectives & Policies, The Strategic-Management Model, Benefits of Strategic Management. Corporate Strategy, Directional Strategy, Portfolio Analysis Corporate Parenting. Nero strategy

Module 2	Environmental Scanning and Industry Analysis	**Case Study**: Southwest Airline	**Data Analysis:** Identification of factors responsible for BEVUCA Environment through questionnaire or from literature.	**12 Sessions**

Capabilities and Competencies, Sources of Competitive Advantage: Position and Capability, Value Chain analysis- primary and secondary activities, Internal and External environmental analysis, SWOT, PESTEL analysis, VUCA & BEVUCA, how strategy shapes structure- structuralist and reconstructionist approach- blue and red ocean strategy, Dubai strategy proposition. The Nature of an Internal Audit, Key Internal Forces, The Resource-Based View (RBV) Integrating Strategy and Culture Industry Analysis: The External Factor Evaluation (EFE) The Competitive Profile Matrix (CPM)

Module 3	**Strategy Formulation**	**Case study:** Class- or Mass(HBR), Idalene F. Kesner and Rockney Walters(2005).	**Data Analysis:** Application of design thinking in industry, based on themes and sub theme analysis.(Application of spreadsheet with provided database).	**12 Sessions**

Generic Competitive Strategies- Cost leadership, Differentiation and focus, risk of generic strategy, The Balanced Scorecard, Types of Strategies, Levels of Strategies, Integration Strategies, Forward Integration & Backward Integration, Horizontal Integration, Intensive Strategies, Market Penetration & Market Development, Product Development, Diversification Strategies, Defensive Strategies A framework for competitor analysis- Michael Porter's Five Generic Strategies

Module 4	**Competitive Strategy and corporate advantage**	**Case study: IKEA** (http://aeunike.lecture.ub.ac.id/files/2012/03/Case-Kel.9.pdf)	**Simulation:** Development and simulation of BSC with the help of spreadsheet.	**9 Sessions**

Topics: Competitive Strategy in emerging Industries- the structural environment, early mobility barriers, early mobility barriers, coping with the competitors, which emerging industries to enter. Evolution of global industries, strategic alternatives in global industries, How to Become a

Sustainable Company, Balanced Score Card, Digital advantage – SMAC. International Business Strategy- mode of entry in international business, political and country risk in International Business. Implementing Strategies: Management and Operations Issues, Implementing Strategies: Marketing, Finance/Accounting, R&D, and MIS Issues.	

Targeted Application & Tools that can be used:

1. **Module no 1: Neurostrategy (Analysis of University SCOPUS database with the help of spreadsheet)**
2. **Module no 2: BECUVA (Identification of Factors through SPSS)**
3. **Module no 3: Design Thinking (Themes and sub themes analysis by VOSVIWER)**
4. **Module no 4: Balanced Score Card (Spreadsheet application)**

Project work/Assignment:

1.Quiz: Online quiz in University Edhitch platform (10 marks)

2. Article review

3. Identification of value creation process based on VRIO model of any organization of your choice(20 marks)

Text Book

Bhandari & Verma : *Strategic Management - A Conceptual Framework*, McGraw Hill
Higher Education, New Delhi, India.
https://highered.mheducation.com/sites/125902640x/information_center_view0/index.html

References

R1:Strategic Management CONCEPTS AND CASES, Fred R. David Francis Marion University
Florence, South Carolina, 13th ed. Pearson Education, Inc., publishing as Prentice Hall

R2: Michael E. Porter: Competitive Strategy, The Free Press, New York.

http://www.mim.ac.mw/books/Michael%20E.%20Porter%20-%20Competitive%20Strategy.pdf.

R3:HBR'S 10 Must Reads on Strategy. Harvard University Press, Boston, Massachusetts.

R3:Paul Leinwand; Cesare Mainardi. *Strategy that works*, Harvard University Press, Boston, Massachusetts. https://www.scribd.com/document/533966997/Strategy-That-Works-How-Winning Companies-Close-the-Strategy-To-Execution-Gap-by-Paul-Leinwand-Cesare-R-Mainardi-Z-lib-org

Additional reading: Preparing your business in Post- Pandemic World(HBR) https://img1.wsimg.com/blobby/go/a53b688c-293a-4784-a01f-75c9461a886a/HBRs%2010%20Must%20Reads%20on%20Managing%20in%20a%20Downturn%2C%20.pdf

Presidency University Library link:
https://puniversity.informaticsglobal.com:2293/insight/content/doi/10.1108/TQM-12-2016-0109/full/html

Catalogue prepared by	Dr. S.FAKRUDDIN ALI AHMED
Recommended by the Board of Studies on	BOS NO: 18th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26th held on 25,July,2025

Course Code: FTH5126	Course Title: Fintech in Modern Finance Type of Course: Specialization Track Core	L- T- P-C	2	1	0	3

Version No.	1.0
Course Pre-requisites	The students should have basic understanding of Finance function Domain
Anti-requisites	NIL
Course Description	This course explores the intersection of finance and technology, examining how innovative technologies are disrupting traditional financial services and creating new opportunities. Students will landscape.
Course Outcomes	After completing this course, students shall be able to:

CO1	Understand the Dynamics of the FinTech Ecosystem, FinTech on Financial Services.	Understand
CO2	Understand the Core FinTech Technologies	Understand
CO3	Critically Evaluate the Regulatory Environment for FinTech	Evaluate
CO4	Apply Critical Thinking to FinTech Business Models	Apply

Course Objectives	The aim of this course is to get an insight into the shifting nature of the financial sector and gain a holistic understanding of the technologies set to shape the future of finance and business using participative learning methods.
Course Content:	The aim of this course is to get an insight into the shifting nature of the financial sector and gain a holistic understanding of the technologies set to shape the future of finance and business using participative learning methods.

MAPPING OF C.O. WITH P.O.

[H-HIGH, M- MODERATE, L-LOW]

CO.N0.	PO.01	PO.02	PO.03	PO.04	PO.05	PO.06	PO.07
1	M	M	M	H			M
2	M	H	M	H			M
3	M	H	H	H			M
4	M	H	M	H			M

	SYLLABUS

Module 1	Introduction to FinTech, Payments and RegTech	Lecture Assignment		Class Discussions	11 HRS

Definition and Evolution of FinTech, The Rise of the Sharing Economy and Peer-to-Peer Finance, Impact of FinTech on Financial Inclusion, Case Studies: Leading FinTech Companies.
Traditional Payments Systems vs. Modern Payment Innovations (Mobile Wallets, Digital Payments), Open Banking and APIs, Regulatory Framework for FinTech (KYC, AML, PSD2), Case Studies: Mobile Payment Apps, Regulatory Sandbox Initiatives.

Module 2	Blockchain and Cryptocurrencies	Lecture and		Class Activity	11 HRS

		Assignment			
Understanding Blockchain Technology (Distributed Ledger Technology), Cryptocurrencies, Stablecoins, and Central Bank Digital Currencies (CBDCs), Applications of Blockchain in Finance (Trade Finance, Supply Chain Management), Challenges and Regulations surrounding Cryptocurrencies					
Module 3	Artificial Intelligence (AI) and Big Data in FinTech	Lecture and Case Study		Experiential learning	11 HRS
Machine Learning Applications in Finance (Fraud Detection, Credit Scoring, Algorithmic Trading), Role of Big Data in Financial Services, RegTech Solutions Powered by AI, Ethical Considerations of AI in Finance. Functional architecture, Use cases for Fintech models.					
Module 4	BANKTECH- Regulatory Framework for Product	Lecture and Case Study		Experiential learning	11 HRS
Emerging FinTech Trends (Open Finance, Neo Banking , WealthTech, InsurTech), FinTech and Sustainable Finance - India Stack- Impact of FinTech on Traditional Financial Institutions. Aggregators- AI/ML in InsurTech- IoT and InsurTech - Risk Modeling- Fraud Detection-Processing claims and Underwriting- REGTECH- Evolution of RegTech- RegTechEcosystem- Smart Regulation					

DELIVERY PROCEDURE (PEDAGOGY):

The mode of delivery of the course shall be a mixture of Lectures, Case Studies and Assignments

Self-Learning Topics: Strategy, Central Bank

Experiential Learning - Create Groups and identify few cases in ICO, Business
analysis using VRIN framework

Participative Learning – Case Discussions

Technology Enabled Learning: Assignments (Students have to access online
resources in PU library and complete it), Podcast and Videos

Project work/Assignment: Experiential Learning

Tutorial Questions and Assignments:
Assignment: 1] Students should choose any two research articles from the references and write a review report and submit. (PU Online Resources)
Assignment 2] Individual: Students to select any FinTech Companies and do detailed analysis on the FinTech companies and submit.
Assignment 3] Group: Students to submit the case study analysis by selecting any one case out of 5 cases and answer the questions specific to that case and do presentation. (Experiential learning)

Text Book
T1: Fintech in a Flash: Financial Technology Made Easy by Mr Agustin Rubini, Zaccheus Entertainment; 3rd edition (1 January 2018)
T2: FinTech and Blockchain by Sangeeta Bhagat (Published by SAGE Publications India)
T3: Introduction to Fintech, Ist Edition | Technology In Specific Financial Process | Cutting-Edge Technology | - Pearson Kindle Edition-   18 June 2024

References
R1: FinTech Revolution: Challenging the Status Quo of Financial Services in India by Rajeev Dani (Published by SAGE Publications India)
R2: Connecting Fintech : Building Techno – Financial Bridge using 5D Model by Krishna Potnis

R3: "FinTech as a Disruptive Technology for Financial Institutions", Abdul Rafay, IGI Global, January, 2019

R4: Fintech Future : The Digital DNA of Finance By Sanjay Phadke Published by Atlantic Publication

R5: Fintech : the Technology Deriving Disruption in the Financial Services Industry by Parag Y Arjunwadkar – Publisher CRC Press , Taylor & Francis Group

Catalogue prepared by	Dr. Kushini Prasad, Associate Professor, Area: Finance and Accounting
Recommended by the Board of Studies on	BOS NO: 18th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26th held on 25,July,2025

Course Code: BNK5112	Course Name: Forex and Treasury Operations Type of Course: Specialization Track Core	L-T-P-C	2	1	0	3
Version No.	1.0					
Course Pre-requisites	Financial Accounting and Reporting – FIN4111					
Anti-requisites	NIL					
Course Description	This course focuses on the principles, practices, and operations of foreign exchange (forex) and treasury management in financial institutions and corporates. It equips students with knowledge of forex market mechanisms, currency risk management, exchange rate theories, and the strategic role of treasury in managing funds, investments, and financial risk.					
Course Outcomes	CO1: Explain the structure and functioning of the foreign exchange market, including instruments like spot, forward, and derivatives. CO2: Analyze the factors influencing exchange rate movements and apply key exchange rate determination theories such as PPP, IRP, and the Balance of Payments approach. CO3: Evaluate different types of foreign exchange exposures—transaction, translation, and economic—and recommend appropriate hedging strategies. CO4: Interpret and apply the regulatory framework governing forex operations, including FEMA, RBI, and					

	FEDAI guidelines.			
Course Objective:	1. To understand the structure and functioning of the foreign exchange market 2. To analyze exchange rate mechanisms and forex risk management techniques 3. To study regulatory guidelines related to forex operations in India 4. To examine the functions and strategies of treasury management in financial institutions 5. To apply risk management tools used in treasury and forex operations			
Module 1	Introduction to Forex Markets and Exchange Rate Theories	Lecture Method	Understand	10 Sessions

Overview of global forex markets - Participants and instruments: spot, forward, swap, futures, options - Exchange rate quotations: direct, indirect, cross rates - Factors influencing exchange rates - Currency convertibility and capital flows. Purchasing Power Parity (PPP) - Interest Rate Parity (IRP) - Fisher Effect - Balance of Payments theory - Fixed vs floating exchange rate systems

Module 2	Forex Risk and Exposure Management and Regulatory Framework for Forex Operations	Participative Learning	Apply	11 Sessions

Types of exposure: transaction, translation, and economic - Tools and techniques for forex risk management - Hedging instruments: forwards, options, swaps - Internal hedging strategies - Case studies in forex exposure management.

FEMA and its key provisions - Role of RBI and FEDAI in forex transactions - Export-import regulations and documentation - ECB norms and capital account transactions - KYC/AML norms in international banking

Module 3	Introduction to Treasury Management	Group Discussion	Analyze	11 Sessions

Objectives and structure of treasury departments in banks and corporates - Functions of treasury: fund management, investments, arbitrage, and hedging - Treasury products and services - Relationship with money, bond, and forex markets.

Module 4	Risk Management in Treasury Operations	Skill based Learning	Apply	13 Sessions

Interest rate risk and liquidity risk - ALM (Asset-Liability Management) - Value at Risk (VaR) and duration analysis - Investment policy, surplus fund management - Treasury performance measurement and control.

Project work/ assignment:	

5. CA 1 – Quiz 6. CA 2 – Assignment 7. CA 3 – Presentation 8. CA 4 – Case Study					

Textbook:
T1 Apte, P.G. – International Financial Management, Tata McGraw-Hill
T2 IIBF – Treasury Management and International Banking Modules
Reference books:
R1 Sharan, V. – International Financial Management, PHI
R2 Madura, J. – International Financial Management, Cengage Learning

Catalogue prepared by	Dr. Sunil M Rashinkar
Recommended by the Board of Studies on	BOS NO: 18th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26th held on 25,July,2025

4th SEMESTER

	Course Title: Entrepreneurship and Innovation Management Type of Course: Program Core	L	T	P	C
Course Code: GMM4118		2	1	0	3
Version No.	2.0				
Course Pre-requisites	Nil				
Anti-requisites	Nil				
Course Description	This course offers a comprehensive exploration of the theories, frameworks, and real-world applications of entrepreneurship and innovation management. It equips learners with the knowledge and tools needed to identify opportunities, generate innovative ideas, and transform them into sustainable business ventures. Emphasis is placed on entrepreneurial mind-set development, business model innovation, lean start-ups methodologies, and the role of technology and digital disruption in creating competitive advantage. Students will engage in hands-on experiential learning through simulations, group projects, case analyses, and start-ups pitching exercises. The course also highlights critical aspects of start-up financing, resource planning, and legal frameworks. Furthermore, it examines innovation ecosystems, policy interventions, and sustainability practices, enabling students to build ventures that are not only viable but socially responsible. By the end of the course, learners will be well-prepared to launch, manage, or support innovative				

	business initiatives.

Course Objective	This course aims to enhance student's entrepreneurship skills through experiential learning methods such as business simulations, real-time venture creation, and interactive case studies. It focuses on developing an entrepreneurial mindset, innovation capabilities, and the ability to navigate real-world challenges in launching and managing start-ups.
Course Out Comes	1. **Understand** the entrepreneurial process and innovation life cycles. *(Understand)* 2. **Apply** design thinking and lean startup methodologies to real-world problems. *(Apply)* 3. **Analyze & Evaluate** the feasibility of innovative business models in competitive environments. *(Analyze, Evaluate)* 4. **Create** a launch-ready entrepreneurial venture plan integrating innovation and sustainability. *(Create)*
Course Content:	

Module 1	**Foundations of Entrepreneurship and Innovation**	Assessment 1	Concept Quiz + Ecosystem Mapping	11 Sessions
Introduction to Entrepreneurship, Historical Evolution and Theories of Entrepreneurship, Traits and Competencies of Entrepreneurs, Types of Entrepreneurship (Corporate, Social, Tech, etc.), Role of Entrepreneurs in Economic Development, Innovation Defined: Concepts and Characteristics, Types of Innovation: Incremental vs. Radical, Entrepreneurial Ecosystems and Innovation Clusters, Policy Support and Government Initiatives, Guest Lecture/Startup Founder Talk.			
Module 2	**Ideation, Design Thinking, and Innovation Frameworks**	Assessment 2	Creative Ideation Report + Peer Review	12 Sessions
Introduction to Creative Thinking and Ideation, Sources of Innovative Ideas (Trend Analysis, Problem Framing), Brainstorming and SCAMPER Techniques, TRIZ and Lateral Thinking Tools, Introduction to Design Thinking, Empathy Mapping and User Research, Ideation and Prototyping in Design Thinking, Business Model Innovation, Intellectual Property Rights and Idea Protection, Pitching Initial Concepts (Peer Review)			
Module 3	**Business Models, Validation & Resource Planning**	Assessment 3	Case Study + Investor Deck Analysis	11 Sessions
Introduction to Business Models, Business Model Canvas (BMC): Overview, Deep Dive into BMC Components, Value Proposition Design, Market Research and Customer Validation, Lean Startup Principles: Build-Measure-Learn, MVP Development and Testing, Resource Planning and Team Building, Risk Identification and Mitigation Strategies, Real Startup Case Study Analysis			

Module 4	Financing, Scaling and Sustainable Ventures	Assessment 4	Venture Pitch Simulation + Mini Project	11 Sessions

Introduction to Startup Financing, Bootstrapping, Angel Investment, Venture Capital, Crowd funding and Alternate Finance Models, Financial Planning and Unit Economics, Crafting and Delivering a Business Pitch, Negotiation and Term Sheets, Scaling Strategies for Startups, Managing Innovation in Growth Phase, Sustainable and Social Entrepreneurship, Final Pitch Simulation + Feedback Round

Targeted Application & Tools that can be used:
- Business Model Canvas (Strategyzer)
- Leanstack, Miro, Trello for project tracking
- Customer Validation Board
- Pitch Deck Templates
- Canva for visual storytelling

Project work/Assignment: Students will ideate, validate, and pitch an original venture using real-world tools. Peer feedback, mentor reviews, and simulation-based learning are integrated.

Web Resources:
- www.strategyzer.com
- www.startupindia.gov.in
- www.techstars.com
- www.seedrs.com
- www.ycombinator.com

Sample Data Set:
Market data from Statista or Startup Genome
Customer feedback templates
Industry-specific problem statements

Text Book
T1: Hisrich, R.D., Peters, M.P., & Shepherd, D.A. Entrepreneurship (10th ed.) – McGraw-Hill Education
T2: Drucker, P.F. Innovation and Entrepreneurship – Harper Business
T3: Barringer, B.R., & Ireland, R.D. Entrepreneurship: Successfully Launching New Ventures – Pearson
T4: Byers, T., Dorf, R., & Nelson, A. Technology Ventures: From Idea to Enterprise – McGraw-Hill

References
R1: Hisrich, R.D., Peters, M.P., & Shepherd, D.A. Entrepreneurship, McGraw-Hill
R2: Osterwalder, A. & Pigneur, Y. Value Proposition Design, Wiley
R3: Tidd, J. & Bessant, J. Managing Innovation, Wiley

Catalogue prepared by	Dr. Mohammed Mansoor & Prof. Shivaprasad
Recommended by the Board of Studies on	BOS NO: 18th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26th held on 25,July,2025

Course Code: GMM4115	Course Title: Corporate Governance, Ethics and Social	L	T	P	C
		2	1	0	3

	Responsibility **Type of Course: Program Core**
Version No.	2.0
Course Pre-requisites	**Nil**
Anti-requisites	**Nil**
Course Description	Business Ethics is the art and discipline of applying ethical principles to examine and solve complex moral dilemmas. Ethical principles are the rules of conduct that are derived from ethical values, known as six pillars, namely trustworthiness, respect, responsibility, fairness, caring and citizenship. It is now established that high sense of professional morality must comprise one of the core values of corporate governance for the long term and also short term success of a company. Good corporate governance is an integral part of business ethics. The ethical values are regarded as imperatives for sustainable corporate growth and competitive edge. Hence a framework of effective accountability to the stakeholders is the essence of corporate governance. Corporate social responsibility is essentially a concept whereby companies integrate social and environmental concerns in their business operations and in the interaction with their stakeholders on voluntary basis. In doing so, they make an investment towards future and increase their profitability. In fact corporate governance and corporate social responsibility are interlinked with each other. The students are given the right exposure to Business ethics, corporate governance & social responsibility, which help them understand new concerns and expectations from various stakeholders in the context of large scale industrial change due to globalization. Opportunities for career progression can happen when there is application of ethical values in everything that one does, which means maintaining transparency and being socially responsible.
Course Objective	1. Appraise various theories of ethical decision making, 2. Comply accepting the need of ethics in the global environment in which the organizations are functioning. 3. Point out the integration of ethics – in

	work-place management, marketing, accounting and finance, strategy etc. - towards the purpose of ethical growth of a business. 4. Recognize and understand the global perspectives of CSR, the corporate social responsiveness, corporate citizenship and sustainability, 5. Appraise in appreciating the importance of good corporate governance at domestic and international level, understand the various corporate governance systems in practice.
Course Outcomes	1. To demonstrate conceptual skills of ethical theories and ethical decision making in the contest of organizational functioning. 2. To apply a comprehensive idea of corporate social responsibility in the interest of sustainability of planet for future generations. 3. To analyze development and understanding of corporate frauds, scams and the degrading environment and resources – (evidenced in class room discussions and the case study). 4. To appraise the concepts of corporate governance and learn the theories and practices of corporate governance. 5. To categorize various models of corporate governance around the world.
Course Content:	

Module 1	**Understanding Business Ethics**	Assessment 1 - Quiz	12 Sessions

Introduction to Business Ethics, Ethics vs Morals ,The relationship between morality, ethics and ethical theory Nature of ethics- Definition of Business Ethics. Ethics & Law
Why is business ethics important? Globalization and ethics . Effects of Globalization- Relevance of Globalization for Business Ethics Ethical impacts of globalization
Sustainability- a key goal of BE The need of sustainability.Sustainability- Triple Bottom Line theory.

Module 2	**Evolution of Corporate Governance**	Assessment 2 – Assignment	12 Sessions

Introduction, Meaning, Evolution,Nature & objectives of Corporate Governance. Global concerns, Historical Perspective of corporate governance,A brief from East India Company to Enron and World com. Managing agency system, promoter system, Anglo-American system.

Module 3	Theory and Practice of Corporate Governance	Assessment 3 – Case Analysis	12 Sessions

The concept of corporation, what is a corporate?The concept of corporate governance
Theoretical basis of corporate governance .Why corporate governance,
Contemporary corporate governance situation,Corporate governance
systems The Anglo- American Model,The German Model,
The Japanese Model
The common features in German and Japanese Models.
The Indian Model of corporate governance.

Module 4	Corporate Responsibility, Stakeholders and Citizenship	Assessment 4 – Mini Project	9 Sessions

Can a corporation have social responsibilities?
Why do corporations have social responsibilities? - Business reasons, Moral reasons and Legal reasons. Corporate social responsibility and forms of CSR.Carroll's four-part model of corporate social responsibility .Arguments For and against Corporate Social Responsibility
CSR and strategy: corporate social responsiveness- 4 'philosophies or strategies of social responsiveness (Carroll 1979) .Outcomes of CSR: corporate social performance- Donna Wood theory of CSP.Measuring Corporate Social Performance.Corporate Social Responsibility-Business Responsibilities in the 21st Century,Stakeholder theory of the firm- Traditional management model and A network model Why stakeholders matter? A new role for management as a result of stakeholder theory Stakeholder thinking in an international context Corporate accountability- Rise of Corporate Power- The problem of democratic accountability,Corporate Citizenship Concepts Corporate Citizenship – three perspectives,Assessing corporate Citizenship as a framework for business ethics.

Targeted Application & Tools that can be used:
Case Study,Article review,QUIZ and CSR Project

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course
Visit any MNC or Govt.Or NGO and Analyze CSR Policy and Prepare a PPT.

Text Book:
    1. Crane, Andrew & Matten Dirk (2018) Business Ethics, Oxford Publications

References:
1. Fernando,A.C(2006), Corporate Governance-Principles, Policies and Practices, Pearson Publications
2. Subhash Chandra Das, Corporate Governance in India an evaluation, Third edition- PHI Publications.

Catalogue prepared by	Dr.Ramesh Muthuswamy
Recommended by the Board of Studies on	BOS NO: 18th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26th held on 25,July,2025

Course Code: BNK5113	Course Name: Machine Learning Applications for Modern Banking Type of Course: specialization Track Elective	L-T-P-C	2	1	0	3
Version No.	1.0					
Course Pre-requisites	Financial Accounting and Reporting – FIN4111					
Anti-requisites	NIL					
Course Description	This course explores the intersection of machine learning (ML) and banking, equipping students with the knowledge to apply ML algorithms to address real-world problems in the financial sector. Topics include credit scoring, fraud detection, customer segmentation, risk modeling, and algorithmic trading. The course balances theoretical understanding with practical application through projects and case studies drawn from banking and fintech environments.					
Course Outcomes	CO1: Explain the core concepts of machine learning and their relevance to financial services. CO2: Apply supervised and unsupervised ML algorithms to problems such as credit scoring, fraud detection, and customer segmentation. CO3: Use Python and financial datasets to build and evaluate predictive models. CO4: Design ML-based decision support systems for banking operations and financial risk management.					
Course Objective:	1. To introduce the fundamental concepts and algorithms of machine learning. 2. To examine real-world banking applications where ML techniques can be effectively applied. 3. To build hands-on experience in applying supervised and unsupervised learning models to financial data. 4. To critically assess the ethical and regulatory implications of ML in banking. 5. To design and evaluate machine learning solutions for customer-centric banking and risk management.					

Module 1	Introduction to ML in Banking and Data Preprocessing and Feature Engineering	Lecture Method	Understand	10 Sessions
Overview of ML and AI in financial service - Supervised vs. unsupervised learning - Machine learning pipeline: data preparation, model building, evaluation - Challenges in applying ML to financial data. Financial data sources: transactional, credit bureau, CRM - Data cleaning, normalization, encoding - Feature selection, dimensionality reduction (PCA) - Time-series vs. cross-sectional data				
Module 2	Supervised Learning Applications	Participative Learning	Apply	11 Sessions
Regression and classification techniques: Logistic Regression, Decision Trees, Random Forests, Gradient Boosting, XGBoost - Credit scoring models - Loan default prediction - Customer churn analysis - Model validation: cross-validation, ROC, AUC, confusion matrix				
Module 3	Unsupervised Learning and Segmentation	Group Discussion	Analyze	11 Sessions
Clustering techniques: K-Means, Hierarchical Clustering, DBSCAN - Customer segmentation for personalized marketing - Anomaly detection in banking transactions - Principal Component Analysis (PCA) for financial data				
Module 4	Advanced ML Techniques and Deployment, Ethics, and Regulations	Skill based Learning	Apply	13 Sessions
Neural Networks and Deep Learning basics - Natural Language Processing (NLP) for sentiment analysis in banking - Reinforcement learning in trading - ML in fraud detection and anti-money laundering - Robo-advisory and algorithmic financial planning. Model deployment in banking ecosystems (API, cloud) - Explainability (XAI), model interpretability (SHAP, LIME) - Ethical considerations and bias in ML models - Regulatory concerns: GDPR, RBI guidelines, data privacy - Case studies from global banks and fintechs.				
Project work/ assignment:				
9. CA 1 – Quiz 10. CA 2 – Assignment 11. CA 3 – Presentation 12. CA 4 – Case Study				
Textbook: T1 Aurélien Géron – *Hands-On Machine Learning with Scikit-Learn, Keras, and TensorFlow* T2 Marcos López de Prado – *Advances in Financial Machine Learning*				

Reference books: R1 Jason Brownlee – *Machine Learning Mastery Series*	
Catalogue prepared by	Dr. Sunil M Rashinkar
Recommended by the Board of Studies on	BOS NO: 18th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26th held on 25,July,2025

Course Code: BNK5114	Course Name: Credit Analysis and Loan Management Type of Course: specialization Track Elective	L-T-P-C	2	1	0	3
Version No.	1.0					
Course Pre-requisites	Financial Accounting and Reporting – FIN4111					
Anti-requisites	NIL					
Course Description	This course offers a thorough understanding of the principles, processes, and tools involved in credit analysis and loan management. It covers credit appraisal techniques, financial statement analysis, credit scoring models, risk assessment, loan structuring, documentation, disbursement, and monitoring. The course also focuses on regulatory guidelines and strategies for managing credit risk and Non-Performing Assets (NPAs) in banking.					
Course Outcomes	CO1: Explain the fundamentals of credit risk and the lending process in commercial banking. CO2: Conduct credit appraisal using financial statements, ratios, and scoring models. CO3: Evaluate various types of loans and credit facilities for individuals and businesses. CO4: Apply risk mitigation tools like collateral, guarantees, covenants, and credit insurance.					
Course Objective:	1. To understand the credit environment and its significance in banking and finance. 2. To analyze the financial and non-financial aspects of credit proposals. 3. To assess borrower creditworthiness using qualitative and quantitative tools. 4. To learn procedures for loan appraisal, sanction,					

	disbursement, documentation, and follow-up. 5. To identify causes of loan default and strategies for NPA management. 6. To understand RBI norms, Basel guidelines, and risk-based pricing in credit management.			
Module 1	Introduction to Credit and Lending and Credit Appraisal and Assessment	Lecture Method	Understand	10 Sessions

Meaning and importance of credit in banking **-** Types of borrowers and credit facilities: fund-based and non-fund based - Principles of sound lending - Overview of credit risk and its implications - Credit culture and ethics in lending.

Creditworthiness analysis: 5 Cs (Character, Capacity, Capital, Collateral, Conditions) - Quantitative techniques: financial statement analysis, ratio analysis, cash flow analysis - Break-even and sensitivity analysis - Qualitative analysis: industry and management risk assessment - Credit scoring models and credit rating

Module 2	Loan Products and Structuring	Participative Learning	Apply	11 Sessions

Working capital finance: assessment (MPBF, turnover method) **-** Term loans and project finance **-** Retail loans: housing, education, vehicle, personal loans **-** Syndication and consortium lending **-** Loan structuring, repayment schedules, pricing, and margins.

Module 3	Credit Risk Mitigation and Disbursement, Monitoring and Supervision	Group Discussion	Analyze	11 Sessions

Collateral security and guarantees **-** Legal documentation: loan agreements, mortgage, hypothecation - Credit insurance and credit default swaps - Use of covenants and credit limits - Basel norms and risk-based pricing.

Loan disbursement procedures and controls - Post-sanction monitoring: stock statements, inspections, audit - Early warning signals and credit risk indicators - Asset classification and provisioning norms (RBI) - Internal credit risk rating systems (ICRR).

Module 4	Recovery, NPAs, and Legal Framework	Skill based Learning	Apply	13 Sessions

Causes of loan default and distress **-** Recovery process: reminders, restructuring, settlement **-** SARFAESI Act, DRT, Lok Adalats, Insolvency and Bankruptcy Code (IBC) **-** Asset Reconstruction Companies (ARCs) - Write-offs and loan compromise settlements

Project work/ assignment:
13. CA 1 – Quiz
14. CA 2 – Assignment

15. CA 3 – Presentation
16. CA 4 – Case Study

Textbook:
T1 Joel Bessis – *Risk Management in Banking*, Wiley
T2 K. Vaidyanathan – *Credit Risk Management for Indian Banks*
Reference books:
R1 R.S. Raghavan – *Bank Credit Management*

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Recommended by the Board of Studies on	BOS NO: 18th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26th held on 25,July,2025

Course Code: BNK5115	Course Name: Central Banking and Monetary Policy Type of Course: specialization Track Elective	L-T-P-C	2	1	0	3
Version No.	1.0					
Course Pre-requisites	Financial Accounting and Reporting – FIN4111					
Anti-requisites	NIL					
Course Description	This course examines the role, functions, and tools of central banking with a focus on monetary policy formulation and implementation. It explores the objectives of monetary policy, the transmission mechanism, inflation targeting, and the interaction between monetary and fiscal policy. Special attention is given to the role of the Reserve Bank of India (RBI), its policy tools, and its response to domestic and global economic challenges.					
Course Outcomes	CO1: Describe the evolution, structure, and key functions of central banks, particularly the RBI. CO2: Explain the goals and tools of monetary policy, including quantitative and qualitative instruments. CO3: Analyze the effectiveness of monetary policy in achieving macroeconomic stability. CO4: Examine the transmission mechanism of monetary policy through interest rates, credit, and expectations.					
Course	1. To understand the role and significance of					

Objective:	central banks in modern economies. 2. To analyze the tools and objectives of monetary policy. 3. To study the monetary transmission mechanism and its effectiveness. 4. To evaluate the institutional framework and independence of central banks. 5. To explore recent trends and challenges in central banking and monetary policy in India and globally			
Module 1	Introduction to Central Banking and Monetary Policy	Lecture Method	Understand	10 Sessions

Origin and evolution of central banks - Functions of central banks: currency issuance, banker's bank, government banker, financial regulation - Structure and role of the Reserve Bank of India - Central bank independence: meaning, benefits, and limitations - Comparison of RBI with Federal Reserve (USA), ECB (Europe), and Bank of England.

Objectives: price stability, growth, financial stability, employment - Conflicts among objectives - Monetary policy framework: flexible inflation targeting - Monetary Policy Committee (MPC): structure and role - Role of expectations in monetary policy.

Module 2	Instruments of Monetary Policy and Inflation and Interest Rate Management	Participative Learning	Apply	11 Sessions

Quantitative tools: repo, reverse repo, bank rate, CRR, SLR, OMO - Liquidity Adjustment Facility (LAF), Marginal Standing Facility (MSF) - Qualitative tools: moral suasion, credit rationing, directives - Transmission mechanism of monetary policy - Effectiveness and time lags.
Inflation: measurement (WPI, CPI), causes, and control - Inflation targeting: concept and implementation in India - Interest rate policy and its effect on investment and consumption - Yield curve and term structure of interest rates - Real vs nominal interest rates.

Module 3	Monetary Policy in Practice – India Focus	Group Discussion	Analyze	11 Sessions

RBI's monetary policy stance in recent years - Policy response to economic shocks: COVID-19, global financial crisis - RBI's financial market operations and liquidity management - Role of monetary policy in financial inclusion and stability - RBI's publications: Monetary Policy Report, Financial Stability Report.

Module 4	Global Trends and Challenges in Central	Skill based Learning	Apply	13 Sessions

	Banking			
Unconventional monetary policies: QE, forward guidance, negative interest rates - Central bank digital currencies (CBDCs) and fintech - Climate change and sustainable finance: evolving central bank role - Global coordination among central banks (BIS, IMF) - Challenges: credibility, communication, and managing expectations				
Project work/ assignment:				
17. CA 1 – Quiz 18. CA 2 – Assignment 19. CA 3 – Presentation 20. CA 4 – Case Study				

Textbook:

T1: Mishkin, Frederic S. – *The Economics of Money, Banking and Financial Markets*

T2: Rangarajan, C. – *Perspectives on Indian Economy: A Collection of Essays*

Reference Books:

R1: Khan, M.Y. – *Indian Financial System*

Catalogue prepared by	Dr. Sunil M Rashinkar
Recommended by the Board of Studies on	BOS NO: 18th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26th held on 25,July,2025

Course Code: BNK5116	Course Name: Cyber Security and IT Laws Type of Course: specialization Track Elective	L-T-P-C	2	1	0	3
Version No.	1.0					
Course Pre-requisites	Financial Accounting and Reporting – FIN4111					
Anti-requisites	NIL					
Course Description	This course provides an overview of cybersecurity principles and the legal landscape governing the digital environment. It emphasizes understanding cyber threats, data protection mechanisms, digital forensics, and the application of IT laws, especially the Information Technology Act, 2000. It also introduces students to global standards and emerging challenges in cybercrime,					

	privacy, and digital governance.			
Course Outcomes	CO1: Identify and assess major cyber threats, attacks, and vulnerabilities CO2: Apply fundamental cybersecurity practices to protect data and IT systems CO3: Interpret key provisions of the Information Technology Act and other related regulations CO4: Analyze legal cases and issues involving cybercrimes, data breaches, and privacy violations			
Course Objective:	1. To develop a foundational understanding of cybersecurity threats and countermeasures 2. To understand legal provisions and frameworks related to digital and cybercrime. 3. To analyze the Information Technology Act, 2000 and its amendments. 4. To evaluate the legal and ethical responsibilities of users, organizations, and governments.			
Module 1	**Introduction to Cyber Security**	Lecture Method	Understand	10 Sessions
Definition, scope, and need for cybersecurity - Types of cyber threats: malware, phishing, ransomware, DDoS, social engineering - Network and application security fundamentals - Cybersecurity principles: confidentiality, integrity, availability (CIA triad) - Basics of cryptography, firewalls, antivirus, intrusion detection.				
Module 2	**Cyber Crime and Legal Categories and Information Technology Act, 2000 (with Amendments)**	Participative Learning	Apply	11 Sessions
Types of cybercrime: hacking, identity theft, online fraud, cyberstalking, cyber terrorism - Real-world case studies (Indian and international) - Computer forensics and digital evidence - Cybercrime investigation procedures - Role of CERT-In and law enforcement agencies. Objectives and scope of the IT Act - Definitions: electronic record, digital signature, secure electronic record - Offences and penalties: Sections 65–78 - Adjudication and the role of the Cyber Appellate Tribunal - Amendments under IT Act 2008 – Data protection, intermediary liability.				
Module 3	**Data Protection and Privacy Laws Corporate and Regulatory**	Group Discussion	Analyze	11 Sessions

	Frameworks			

Concept of data privacy and data protection - Personal Data Protection Bill (India) and developments toward DPDP Act - Right to be forgotten, consent management - EU GDPR and its global influence - Cyber ethics and responsible behavior online.

Obligations of corporate bodies under IT Law - Governance and compliance practices: ISO 27001, IT governance models - Role of CIO/CISO in cybersecurity - Legal issues in e-commerce, online banking, and digital contracts - Intermediary guidelines, liability of social media and tech platforms.

Module 4	**Emerging Issues and Global Perspectives**	Skill based Learning	Apply	13 Sessions

Cyber warfare and cyber espionage - Artificial Intelligence, IoT, blockchain: legal and ethical implications - Global treaties and frameworks: Budapest Convention, UN norms - Role of international organizations (Interpol, ITU, ICANN) - India's national cybersecurity policy and recent government initiatives.

Project work/ assignment:
21. CA 1 – Quiz
22. CA 2 – Assignment
23. CA 3 – Presentation
24. CA 4 – Case Study

Textbook:
T1 : S. Ramaswamy – *Cyber Laws & IT Protection*
Reference books:
R1: Pavan Duggal – *Handbook on Cyber Laws*

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Recommended by the Board of Studies on	BOS NO: 18th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26th held on 25,July,2025

Course Code: BNK5117	Course Name: Rural and Cooperative Banking Type of Course: specialization Track Elective	L-T-P-C	2	1	0	3
Version No.	1.0					

Course Pre-requisites	Financial Accounting and Reporting – FIN4111
Anti-requisites	NIL
Course Description	This course explores the structure, functions, and challenges of rural and cooperative banking systems in India. It examines the role of rural financial institutions, cooperative credit structures, self-help groups (SHGs), and microfinance in promoting inclusive development. The course also covers policies, reforms, and the regulatory framework governing rural and cooperative banks, with an emphasis on financial inclusion, priority sector lending, and rural credit delivery mechanisms.
Course Outcomes	**CO1:** Describe the structure, functions, and evolution of rural and cooperative banking in India. **CO2:** Analyze the credit needs of the rural economy and the mechanisms for credit delivery. **CO3:** Evaluate the performance and challenges faced by cooperative credit institutions. **CO4:** Explain the role of institutions like NABARD in supporting rural banking
Course Objective:	1. To understand the structure and functioning of rural and cooperative banking in India 2. To examine the role of rural credit institutions in agricultural and rural development 3. To evaluate the performance and reforms of cooperative banks 4. To assess government policies and RBI/NABARD initiatives for rural finance 5. To explore models of microfinance and SHG-bank linkage for financial inclusion.

Module 1	Introduction to Rural Banking and Institutional Framework for Rural Credit	Lecture Method	Understand	10 Sessions

Definition and scope of rural banking - Characteristics of rural economy and rural credit needs - Evolution of rural banking in India - Role of rural banks in financial inclusion and rural development - Priority Sector Lending norms.

Short-term and long-term credit institutions - Regional Rural Banks (RRBs): objectives, structure, and performance - Cooperative credit institutions: PACS, DCCBs, SCBs - NABARD: role, functions, refinance support, development initiatives - Kisan Credit Card (KCC) and other rural credit schemes.

Module 2	Cooperative Banking System in India	Participative Learning	Apply	11 Sessions

Historical background and structure of cooperative banks - Urban vs

rural cooperatives: credit vs non-credit - Primary Agricultural Credit Societies (PACS) and their operations - Role of State Cooperative Banks and District Central Cooperative Banks - Issues, weaknesses, and recommendations for reforms

Module 3	Microfinance and SHG-Bank Linkage	Group Discussion	Analyze	11 Sessions

Concept and models of microfinance - Role of SHGs in rural empowerment - SHG-bank linkage program (SBLP) – evolution, mechanism, and performance - Role of MFIs and NGOs in rural finance - Financial literacy and inclusion initiatives.

Module 4	Regulation and Policy Framework and Issues, Challenges and Reforms	Skill based Learning	Apply	13 Sessions

RBI and NABARD regulations on rural and cooperative banks - Banking Regulation Act amendments related to cooperatives - Recommendations of key committees: Vaidyanathan Committee, Malegam Committee - Recent government policies on rural credit and cooperative sector - Credit Guarantee Funds, RIDF, and DFIs.

Loan defaults, overdues, and Non-Performing Assets (NPAs) - Political interference and governance issues in cooperatives - Digitization and technology adoption in rural banking - Case studies: RRB mergers, PACS digitization, DBT implementation - Way forward: inclusive rural financial architecture

Project work/ assignment:

25. CA 1 – Quiz
26. CA 2 – Assignment
27. CA 3 – Presentation
28. CA 4 – Case Study

Textbook:
T1: Karmakar, K.G. – *Rural Credit and Self-Help Groups*
T2: Ghosh, B.N. – *Rural Banking and Economic Development*
Reference Books:
R1: Indian Institute of Banking and Finance (IIBF) – *Cooperative Banking Texts*

Catalogue prepared by	Dr. Sunil M Rashinkar
Recommended by the Board of Studies on	BOS NO: 18th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26th held on 25,July,2025

Course Code: BNK5118	Course Name: Retail Banking and	L-T-P-C	2	1	0	3

	Wealth Management Type of Course: specialization Track Elective					
Version No.	1.0					
Course Pre-requisites	Financial Accounting and Reporting – FIN4111					
Anti-requisites	NIL					
Course Description	This course aims to provide students with a comprehensive understanding of retail banking services and wealth management strategies. It explores the various financial products offered to individual customers, customer relationship management techniques, investment and financial planning, and regulatory practices that impact both banking and wealth advisory sectors. The course integrates theoretical knowledge with practical applications in banking and personal finance advisory.					
Course Outcomes	• **CO1:** Describe the evolution, structure, and role of retail banking in the financial system. • **CO2:** Analyze and evaluate retail banking products such as loans, deposits, and cards. • **CO3:** Apply the fundamentals of wealth management including client profiling and financial planning. • **CO4:** Develop and recommend appropriate investment portfolios based on client goals and risk tolerance					
Course Objective:	1. To understand the structure and significance of the retail banking sector. 2. To explore various financial products and services offered by retail banks. 3. To develop knowledge of wealth management principles and tools. 4. To understand how to identify client needs and create investment plans. 5. To familiarize students with regulatory frameworks and ethical practices in retail banking and wealth management					
Module 1	Introduction to Retail Banking and Retail Banking Products and Services	Lecture Method	Understand	10 Sessions		
Overview of retail banking: concept, importance, and growth **-** Retail vs. corporate banking **-** Segmentation of retail customers - Trends and						

challenges in retail banking **-** Role in financial inclusion and economic development**.**

Deposit products: Savings, Current, Fixed, Recurring **-** Loan products: Housing, Personal, Vehicle, Education **-** Payment products: Debit cards, Credit cards, Prepaid instruments **-** Bancassurance and third-party products **-** Delivery channels: branch, ATM, internet, mobile, and digital banking.

Module 2	Introduction to Wealth Management and Investment Planning and Asset Allocation	Participative Learning	Apply	11 Sessions

Definition and scope of wealth management **-** Client onboarding and profiling: risk appetite, life stage, and goals - Financial planning process - Types of clients: Mass Retail, Affluent, HNIs.

Investment options: equity, debt, mutual funds, insurance, gold, real estate - Asset allocation models and portfolio construction - Tax planning and wealth preservation - Use of SIPs, SWPs, and other systematic tools - Portfolio monitoring and rebalancing.

Module 3	Compliace, Regulations and Ethics	Group Discussion	Analyze	11 Sessions

Key regulators: RBI, SEBI, IRDAI, AMFI **-** KYC, AML, and client due diligence norms - Investor protection and grievance redressal - Fiduciary duties and ethical practices in advisory - Regulatory norms for wealth managers and investment advisors.

Module 4	Digital Innovations in Retail and Wealth Management	Skill based Learning	Apply	13 Sessions

Core banking and CRM systems **-** Digital onboarding and robo-advisory platforms **-** Role of FinTech and InsurTech - Case studies: ICICI Wealth, HDFC Bank, Paytm Money, Zerodha - Cybersecurity in retail and digital wealth management

Project work/ assignment:

29. CA 1 – Quiz
30. CA 2 – Assignment
31. CA 3 – Presentation
32. CA 4 – Case Study

Textbook:
T1: Khan, M.Y. – *Indian Financial System*
Reference books:
R1: McKinsey & BCG reports on Indian banking and wealth trends

Catalogue prepared by	Dr. Sunil M Rashinkar
Recommended by the Board of Studies	BOS NO: 18th held on 6,June,2025

on	
Date of Approval by the Academic Council	Academic Council Meeting No. 26th held on 25,July,2025

Course Code: BNK5119	Course Name: Global Banking and Trade Finance Type of Course: specialization Track Elective	L-T-P-C	2	1	0	3
Version No.	1.0					
Course Pre-requisites	Financial Accounting and Reporting – FIN4111					
Anti-requisites	NIL					
Course Description	This course offers an in-depth understanding of global banking systems and trade finance mechanisms that facilitate international commerce. It covers the role of international banks, foreign exchange markets, cross-border payment systems, risk mitigation tools, and trade finance instruments. Emphasis is placed on regulatory frameworks, current practices, and real-world applications in global trade and banking operations.					
Course Outcomes	CO1: Describe the structure and functions of global banking systems and international financial institutions. CO2: Explain the mechanisms and instruments of trade finance used in global trade. CO3: Evaluate foreign exchange and country risk in cross-border transactions. CO4: Apply trade finance solutions such as letters of credit, bills for collection, and export credit					
Course Objective:	1. To understand the structure and operations of global banking institutions. 2. To examine the instruments and processes used in international trade finance. 3. To analyze the risks in international banking and methods of mitigation. 4. To explore the regulatory environment governing global banking and trade finance. 5. To enable application of knowledge through case studies and real-world scenarios					
Module 1	Overview of Global Banking and	Lecture Method	Understand	10 Sessions		

	Introduction to Trade Finance			

Evolution and structure of international banking **-** Major global banks and correspondent banking system - Roles of institutions: BIS, IMF, World Bank, ADB - International banking services: foreign exchange, trade finance, investment banking.

Meaning, importance, and parties involved in trade finance **-** Pre-shipment and post-shipment finance - Modes of payment in international trade: advance, open account, documentary collections, letters of credit - Role of EXIM Bank and ECGC in India.

Module 2	Instruments and Mechanisms of Trade Finance	Participative Learning	Apply	11 Sessions

Letters of Credit (L/C): Types, process, risks, UCP 600 rules **-** Bills for Collection: D/P, D/A mechanisms and URC 522 - Bank Guarantees and Standby L/Cs - Factoring, forfaiting, and supply chain financing - Role of SWIFT in global banking communication.

Module 3	Foreign Exchange and Risk Management	Group Discussion	Analyze	11 Sessions

Foreign exchange markets and exchange rate mechanisms **-** Spot, forward, swap, and options contracts - Currency risk, interest rate risk, and hedging strategies - Exchange control regulations (FEMA) and capital account convertibility.

Module 4	Regulatory Framework and Compliance and Technology and Trends in Global Trade Finance	Skill based Learning	Apply	13 Sessions

Basel norms and global banking supervision - Anti-Money Laundering (AML), Know Your -Customer (KYC), FATCA, and FATF guidelines - ICC Guidelines (UCP 600, ISP98, URDG 758) - Role of WTO, customs procedures, and global trade agreements.

Digitization and automation of trade finance - Blockchain in trade finance (e.g., TradeLens, Marco Polo, Contour) - FinTech innovations in cross-border payments - Trade-Based Money Laundering (TBML) and compliance technology - Sustainable trade finance and ESG considerations.

Project work/ assignment:

33. CA 1 – Quiz
34. CA 2 – Assignment
35. CA 3 – Presentation
36. CA 4 – Case Study

Textbook:
T1: Paul Einzig – *Foreign Exchange and Foreign Trade*
Reference books:

R1	
Catalogue prepared by	Dr. Sunil M Rashinkar
Recommended by the Board of Studies on	BOS NO: 18th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26th held on 25,July,2025

Course Code: BNK5120	Course Name: Sustainable Banking and Climate Finance Type of Course: specialization Track Elective	L-T-P-C	2	1	0	3
Version No.	1.0					
Course Pre-requisites	Financial Accounting and Reporting – FIN4111					
Anti-requisites	NIL					
Course Description	This course explores the intersection of banking, sustainability, and climate finance. It examines how financial institutions can support the transition to a low-carbon economy through green lending, ESG integration, responsible investing, and risk management related to climate change. The course introduces climate finance mechanisms, regulatory frameworks, and the evolving role of banks and development institutions in promoting sustainable development.					
Course Outcomes	1. **CO1:** Explain the concepts of sustainable banking, ESG integration, and climate finance 2. **CO2:** Identify financial products and instruments that support sustainable development 3. **CO3:** Evaluate the role of banks and investors in managing environmental and climate-related risks 4. **CO4:** Analyze global initiatives, policy frameworks, and compliance mechanisms such as TCFD, EU Taxonomy, and SDGs					
Course Objective:	• To understand the principles and practices of sustainable and responsible banking • To explore the role of financial institutions in					

	addressing environmental and climate risks • To examine climate finance instruments, green bonds, and blended finance models • To assess regulatory frameworks, ESG norms, and international climate agreements • To enable practical applications through case studies and institutional strategies			
Module 1	Introduction to Sustainable Banking and ESG in Financial Services	Lecture Method	Understand	10 Sessions
Definition, evolution, and drivers of sustainable banking - Principles for Responsible Banking (UNEP FI) - Role of banks in sustainable development and climate action - Triple bottom line approach: People, Planet, Profit - Sustainable Development Goals (SDGs) and financial sector alignment. Environmental, Social, and Governance (ESG) criteria - ESG ratings and disclosure frameworks (SASB, GRI, CDP) - Sustainable investing approaches: negative screening, impact investing, thematic investing - Role of asset managers and institutional investors.				
Module 2	Climate Finance Instruments and Mechanisms	Participative Learning	Apply	11 Sessions
Definition and need for climate finance - Sources: public, private, and blended finance - Instruments: green bonds, climate funds, carbon markets, catastrophe bonds - Green taxonomy and EU Climate Benchmarks - Case study: India's sovereign green bond issuance.				
Module 3	Risk Management and Climate Risk Assessment	Group Discussion	Analyze	11 Sessions
Climate-related financial risks: physical and transition risks - Scenario analysis and stress testing - TCFD (Task Force on Climate-related Financial Disclosures) framework - Central banks and climate stress tests (e.g., NGFS).				
Module 4	Regulation, Policy, and Global Frameworks and Innovations and Case Studies in Sustainable Finance	Skill based Learning	Apply	13 Sessions
Global climate agreements: Paris Agreement, COP summits - Role of international financial institutions: World Bank, ADB, GCF - Regulatory initiatives: RBI's climate-related disclosures, SEBI's ESG norms -				

Sustainable finance policies across countries - IFC Performance Standards and Equator Principles. FinTech and climate finance: blockchain for carbon tracking, digital green loans - Climate-related disclosures and sustainability reporting - Case studies: SBI, Yes Bank, HDFC, HSBC, and development banks - Challenges and opportunities in mainstreaming sustainable finance - Just transition and inclusive finance.

Project work/ assignment:
37. CA 1 – Quiz 38. CA 2 – Assignment 39. CA 3 – Presentation 40. CA 4 – Case Study

Textbook: T1 Reference books: R1	
Catalogue prepared by	Dr. Sunil M Rashinkar
Recommended by the Board of Studies on	BOS NO: 18th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26th held on 25,July,2025

SPECIALIZATION TRACK 2
TRACK ELECTIVE – FINANCE

Course Code: FIN5113	Course Title: Strategic Mergers, Acquisitions and Corporate Restructuring Type of Course: specialization Track Elective	L-T-P-C	2	1	0	3
Version No.	1.0					
Course Pre-requisites	Students should have successfully completed Financial Management and Financial Accounting courses.					
Anti-requisites	NIL					
Course Description	This course provides a strategic and analytical framework for understanding mergers, acquisitions, and corporate restructuring. It covers the full spectrum from deal conception and valuation to integration and performance evaluation, with special focus on legal frameworks and strategic restructuring options. Real-world case studies and assignments provide experiential insights into successful and failed M&A efforts.					

Course Outcomes	On successful completion of this course, the students shall be able to: CO 1 **Understand and explain** the strategic rationale and types of M&A and restructuring. (Participative Learning) CO2 **Apply** valuation methods to analyse the financial viability of deals. (Experiential Learning) CO3 **Evaluate** integration strategies and post-merger performance. (Application) CO4 **Interpret** the legal and regulatory landscape impacting corporate restructuring. (Participative Learning)			
Course Objective:	To build core skills in evaluating, planning, and executing mergers, acquisitions, and restructuring through a blend of strategic, financial, legal, and operational perspectives.			
Module 1	Fundamentals of M&A and Strategic Rationale	Assignment (Participative Learning)		8 Sessions

This module introduces the basic concepts, types, and motivations behind mergers and acquisitions. It emphasises how strategic fit and synergy drive value creation in M&A deals.
- Introduction to mergers and acquisitions
- Types of mergers: Horizontal, vertical, conglomerate
- Motives behind M&A: Synergy, growth, diversification
- Strategic fit and value creation

Module 2	Deal Structuring and Valuation Techniques	Assignment (Participative Learning)		7 Sessions

Focuses on valuation methodologies and the financial structuring of M&A deals, including exchange ratios and EPS impact. Students learn how to assess the feasibility and value of potential transactions.
- Valuation methods: DCF, comparables, precedent transactions
- Calculating exchange ratios, EPS analysis, impact on shareholders
- Financing strategies: Cash, stock swaps, LBOs
- Tax implications and deal negotiation basics

Module 3	Regulatory and Legal Framework in M&A	Project (Experiential Learning)		15 Sessions

Covers the legal and regulatory environment surrounding mergers and acquisitions in India, including the SEBI Takeover Code and the Companies Act. Students understand due diligence, disclosure requirements, and the role of regulatory bodies.
- Indian legal environment: Companies Act, SEBI Takeover Code, CCI
- Due diligence, disclosures, and compliance
- Cross-border M&As: Approvals and FDI norms
- Role of regulatory bodies in M&A clearance

Module 4	Post-Merger Integration and Corporate Restructuring Strategies	Assignment (Participative Learning)		15 Sessions

This module explores the execution challenges after a merger, including the integration of culture, HR, and systems. It also covers strategic restructuring options like divestitures and spin-offs, along with an analysis of failed deals.

- Integration planning: HR, culture, systems alignment
- Performance tracking: KPIs, synergy realisation
- Restructuring options: Spin-offs, divestitures, carve-outs
- Failure analysis: Why mergers fail and how to recover

Targeted Application & Tools that can be used:

The course equips students with practical skills to evaluate M&A deals using financial models, legal frameworks, and strategic analysis tools. Students will work with Excel for deal structuring, use financial databases for benchmarking, and explore regulatory filings to assess compliance and approvals. These tools are relevant for roles in investment banking, corporate finance, and strategic consulting.

Professionally Used Software:
- Excel – Financial modelling, M&A modelling, synergy estimates
- Databases – Bloomberg, Capital IQ, CMIE for industry/M&A data
- Platforms – SEBI portal, MCA filings for legal compliance examples

Project work/Assignment:

Assignment: 1] -- Merger Valuation and Deal Feasibility Analysis
Objective: Select two real-life companies (preferably in the same industry) and evaluate the financial feasibility of a hypothetical merger between the selected companies using valuation techniques such as DCF and P/E multiples.
Deliverable: A concise report covering valuation methodology, assumptions, calculated exchange ratio, and a recommendation on whether the deal would create value for shareholders.
(To be done in a group of minimum 2 and maximum 3 students)

Assignment: 2] -- Legal and Regulatory Compliance <u>Simulation</u>
Objective: Simulate an M&A approval process by assigning group roles (acquirer, target, SEBI, CCI) and mapping out the legal steps, documentation, and regulatory hurdles involved in the transaction.
Deliverable: A compliance flowchart with a brief explanatory note outlining mandatory disclosures, regulatory interactions, and timeline considerations.
(to be done in a group of minimum 3 and maximum 4 students)

Assignment: 3] -- Post-Merger Integration Strategy Blueprint
Objective: Choose a past merger case and evaluate the post-merger integration efforts in terms of HR alignment, cultural integration, and operational synergies.
Deliverable: A strategy document identifying integration challenges and proposing an action plan to improve synergy realisation and stakeholder communication.
(to be done in a group of minimum 3 and maximum 4 students)

Textbook:
- T 1 - Krishnamurti, C. & Vishwanath, S. R., Mergers, Acquisitions and Corporate Restructuring, Sage
- T 2 - Kapil, S. & Kapil, K. N., Mergers and Acquisitions, Wiley

Reference Books:
- R 1 - Rabi Narayan Kar & Minakshi, Mergers Acquisitions & Corporate Restructuring, Taxmann
- R 2 - R. L. Gupta & V. K. Gupta, Principles and Practice of Accountancy, Sultan Chand

References:
Research Articles in Journals:
- **Mergers, Acquisitions, and Corporate Restructurings - by Patrick A. Gaughan**
  This comprehensive book offers an in-depth analysis of M&A strategies, valuation

techniques, and restructuring methods. It's widely used in both academic and professional settings.
https://www.wiley.com/en-be/Mergers%2C+Acquisitions%2C+and+Corporate+Restructurings%2C+7th+Edition-p-9781119380764

- **Three Decades of Strategic Management Research on M&As by Ferreira et al. (2016)**
  This bibliometric study examines the evolution of M&A research in strategic management, highlighting key themes and influential works over a 30-year period.
  https://www.elsevier.es/en-revista-global-economics-management-review-386-articulo-three-decades-strategic-management-research-S2340154016300020

- **Mergers and Acquisitions Research in Finance and Accounting: Past, Present, and Future by Martynova and Renneboog (2008)**
  This article provides a comprehensive review of M&A research in finance and accounting, discussing methodologies, findings, and future research directions.
  https://onlinelibrary.wiley.com/doi/10.1111/eufm.12417

- **Post-Merger Restructuring and the Boundaries of the Firm by Maksimovic, Phillips, and Prabhala (2011)**
  This study investigates how firms restructure after mergers, focusing on changes in firm boundaries and the implications for performance.
  https://www.sciencedirect.com/science/article/abs/pii/S0304405X1100136X

- **Prediction and Visualization of Mergers and Acquisitions Using Economic Complexity by Arsini et al. (2022)**
  This research introduces a novel method for predicting M&A activities based on economic complexity and patent data, offering insights into technological proximities between firms.
  https://arxiv.org/abs/2210.07292

Case Studies:

- Vodafone–Idea Merger: Strategic fit
- Tata–Corus: Cross-border acquisition
- Jet–Etihad: Regulatory hurdles
- Flipkart–Myntra: Integration success

Catalogue prepared by	Dr. Adesh Doifode
Recommended by the Board of Studies on	BOS NO: 18th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26th held on 25,July,2025

Course Code: FIN5115	**Course Title: Financial Derivatives and Risk Management** **Type of Course: specialization Track Elective and Theory only**	**L- T-P- C**	**2**	**1**	**0**	**3**
Version No.	1.0					
Course Pre-requisites	Financial Accounting and Reporting – FIN4111 and FIN4112					
Anti-requisites	NIL					

Course Description	The purpose of this course is to train scholars to get a bird's eye view of Fintech landscape along with the history of financial innovation. The course examines the technology fundamentals driving the fintech revolution to develop an appreciation in of their applications in banking and financial services industry.			
Course Outcomes	On successful completion of this course the students shall be able to: 1. Understand the structure and functions of financial systems and markets. 2. Analyze the roles of financial institutions and regulatory bodies such as SEBI and RBI. 3. Evaluate various financial instruments and their applications in business and investment decisions. 4. Understand the mechanisms and benefits of key financial services such as mutual funds, leasing, and venture capital. Interpret trends and developments in Indian and global financial markets.			
Course Content:				
Module 1	Introduction to Financial System	Participative Learning	Case Analysis	12 Sessions
Structure and components of the Indian financial system, Functions and significance of financial markets, Financial instruments – Equity, Debt, Derivatives, Role of financial intermediaries, Regulatory bodies – RBI, SEBI, IRDA, PFRDA.				
Module 2	Money and Capital Markets	Group Discussion	Assignment	12 Sessions
Overview and features of the money market, Participants in the money market, Instruments of the money market: Treasury Bills, Commercial Papers (CPs), Certificates of Deposit (CDs), Call/Notice Money, Repo and Reverse Repo. Role of the RBI in the money market. Structure and functions of the capital market, Primary market: IPOs, FPOs, Book Building, Private Placement, Secondary market: Stock exchanges (BSE, NSE), trading and settlement mechanisms, Stock market indices – Nifty, Sensex, Role of SEBI in regulating the capital market				
Module 3	Other Financial Institutions	Role Play	Project Work	12 Sessions
• Merchant Banking – Functions, SEBI guidelines, recent trends • Credit Rating – Concept, agencies (CRISIL, CARE, ICRA), methodology, advantages and limitations • Mutual Funds – Types, structure, NAV, benefits, recent developments • Factoring and Forfaiting – Concepts, mechanism, advantages and risks • Leasing and Hire Purchase – Types, differences, accounting and tax aspects • Venture Capital – Stages of financing, exit strategies, trends in India • Securitization of Debt – Concept, process, benefits, risks • Derivative Instruments – Introduction to futures, options, and swaps				
Module 4	Recent	Group	Presentation	09

		Development in Finance	Discussion		Sessions

- Electronic trading platforms and dematerialization
- Role of Depositories – NSDL and CDSL
- FinTech and digital financial services
- Green finance, ESG investing, and impact of technology on financial services
- Regulatory changes and global integration of Indian financial markets

Project work/Assignment:

1. Case Analysis.
2. Assignment
3. Project
4. Presentation.

Text Book

1. Bhole, L.M. – *Financial Institutions and Markets*
2. Gurusamy, S. – *Financial Services and Markets*
3. Khan, M.Y. – *Financial Services*

References

1. Pathak, Bharati V. – *Indian Financial System*
2. Machiraju, H.R. – *Indian Financial System*

Catalogue prepared by	Dr. Sunil M Rashinkar
Recommended by the Board of Studies on	BOS NO: 18th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26th held on 25,July,2025

Course Code: FIN5117	Course Title: **Project Finance** **Type of Course:** **Specialization** **Track Elective**	**L- T- P- C**	2	1	0	3
Version No.	1.0					
Course Pre-requisites	• Basic Communication • Basic understanding of finance and accounting principles, as well as proficiency in spreadsheet software (e.g., Microsoft Excel). • Knowledge of Managerial Activities					
Anti-requisites	**NIL**					
Course Description	To Apprise the students about identification of a Project, Feasibility analysis, Project appraisal Techniques, Project Financing, Project Control and Management Techniques					
Course Objective	**Topics relevant to "SKILL DEVELOPMENT" and "EMPLOYIBILITY":** Students will be able to develop themselves as Finance professionals, analysts, accountants, business managers, and anyone interested in developing their financial modelling skills through practical applications and participative learning techniques.					

Course Out Comes	On successful completion of the course the students shall be able to:
	CO1: Examine the process of screening of ideas and carrying out appraisal for Projects.
	CO2: Understand the concept and application of Social Cost benefit Analysis
	CO3: Use Investment Evaluation Techniques for selection of Projects.
	CO4: Carry out Risk Analysis for business projects and identify alternative sources of financing.
	CO5: Apply project control and management techniques for project success.
Course Content:	

Module 1	**Introduction to Projects and their Appraisal**	Case study	The Rise and Challenges of Buy-Now-Pay-Later (BNPL) & Neobank Market Evolution and Consolidation	**9 Sessions**

Topics:
Project Definition, Project Identification, Project Life Cycle, Project Stakeholder Analysis, Feasibility study. Types of Project Appraisal (Brief Overview): Market and Demand Analysis, Technical Appraisal, Financial Appraisal, Economic Appraisal, Managerial Appraisal, and Social Appraisal.

Module 2	**Financial Appraisal**	Case study	The Rise and Regulation of Cryptocurrency Markets	**9 Sessions**

Topics: Components of Project Cost, Investment Evaluation Techniques: Non-Discounting Methods (Payback Period, Accounting Rate of Return), Discounting Methods (Net Present Value, Profitability Index, Internal Rate of Return (IRR), Modified Internal Rate of Return (MIRR)). Comparative analysis of Investment Evaluation Techniques, Investment Evaluation in Practice.

Module 3	**Project Risk Analysis**	Case Study	Ant Financials' Super App Ecosystem Tesla's Financial Services Innovation	**9 Sessions**

Topics:
Risk Analysis and Management: Sources and Measures of Risk. Methods of Assessing Risk – Sensitivity Analysis, Scenario Analysis, Break-Even Analysis, Simulation Analysis, Decision Tree Analysis. Strategies for Risk Management.

Module 4	**Project Financing**	Case Study	Mint's Personal Finance Management Revolution & JPMorgan Chase's Digital Transformation Journey	**9 Sessions**

Topics:
Sources of Financing – Internal Accruals, Equity Capital, Preference Capital, Debentures (or Bonds), Term Loans, Venture Capital, Private Equity, Venture Capital Vs Private Equity, Loan syndication.

Module 5	Social Appraisal and Aspects of Project Management	Case Study	Stripe's API-First Product Strategy Square's Hardware-Software Integration	9 Sessions

Topics:

Social Appraisal: Rationale for Social Cost Benefit Analysis, Approaches of SCBA (UNIDO and Little-Mirrlees Approach Approach), Environment Impact Assessment (EIA) and Social Impact Assessment (SIA) of Projects. Relevant Case Studies. Network Techniques for Project Cost and Time Management (PERT & CPM) (theory only). Pre-Requisites for Successful Project Implementation. Essentials of a Project Report.

Targeted Application & Tools that can be used: PPT, Videos and board & Chalk Method

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course:
1. Assignment 1: Written assignment should be submitted where the students will have to identify the various concepts of Project Finance & Financial Management Analysis. (Case Study Learning)
2. Assignment 2: The students will be divided into groups and group discussions will be done on the Project Finance and Appraisal. (Participative Learning)

Reference
Text book

1. Chandra, Prasanna: Projects – Planning, Analysis, Selection Financing, Implementation, and Review. 2019 Edition. McGraw Hill Education.
2. Agrawal, R., & Mehra, Y. S. (2017). Project Appraisal and Management. Taxman Publications.
3. Goodpasture, C. John: Quantitative Methods in Project Management. J. Ross Publishing.
4. A Guide to the Project Management Body of Knowledge, Project Management Institute

Essential Reading/ Recommended Reading:
http://biitm.dspaces.org/bitstream/123456789/274/1/PROJECT%20APPRAISA%20AND%20FINANCING.pdf%20RKM%20Sir%202019
https://www.tutorialsduniya.com/notes/project-appraisal-and-analysis-notes/
https://documents1.worldbank.org/curated/en/099450005162250110/pdf/P17300600228b70070914b0b5edf26e2f9f.pdf
https://kb.icai.org/pdfs/PDFFile5b277f0b789451.53349096.pdf
PU Resources Mention at least two links from KNIMBUS portal
E – Resources
https://campus.imarticus.org/lms/course/18165?subId=3312069
https://presiuniv.knimbus.com/user#/searchresult?searchId=financial%20Managent&_t=1725871399557
https://presiuniv.knimbus.com/user#/searchresult?searchId=financial%20Modelling&_t=1725871551070
https://alison.com/course/fintech-applications-and-future-prospects?utm_source=bing&utm_medium=cpc&utm_campaign=531498933&utm_content=1348003793029632&utm_term=kwd-84251402798678:loc-90&msclkid=fb5b8e40d87e156f6307e60fe954a3d5#google_vignette
https://www.udemy.com/course/practice-exams-lean-six-sigma-black-belt/?utm_source=bing&utm_medium=udemyads&utm_campaign=BG-Search_DSA_Beta_Prof_la.EN_cc.India&campaigntype=Search&portfolio=Bing-India&language=EN&product=Course&test=&audience=DSA&topic=&priority=Beta&utm_content=deal4584&utm_term=_.ag_1316117806683075_.ad__.kw_Career+Development_.de_c_.d

Case Studies
NPTEL link

https://onlinecourses.nptel.ac.in/noc25_mg153/preview

https://archive.nptel.ac.in/content/syllabus_pdf/105103133.pdf

Content in this section should be mentioned as per the program grid. Topics relevant to development of **"MANAGERIAL and CRITICAL THINKING SKILLS"**: Students shall be able to understand the Complex Concepts of Financial Management and Technology.	
Catalogue prepared by	Dr. Kshama Sharma Learning Head Imarticus Learning
Recommended by the Board of Studies on	BOS NO: 18th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26th held on 25,July,2025

Course Code: FIN5118	Course Title: AI and ML Applications in Finance Type of Course: specialization Track Elective	L- T-P- C	2	1	0	3
Version No.						
Course Pre-requisites	Laptop with ready to use python and other notebooks should be with students, they must have basic understanding of Python					
Anti-requisites	NIL					
Course Description	This course provides MBA students with a foundational understanding of Artificial Intelligence (AI) and Machine Learning (ML) concepts and their practical applications within the financial services industry. It bridges the gap between business strategy and cutting-edge technology, equipping future finance leaders with the knowledge to identify, evaluate, and implement AI-driven solutions for various financial challenges, from risk management and trading to customer service and compliance. The course will emphasize hands-on application using relevant tools and programming languages.					
Course Objective	Upon successful completion of this course, students will be able to: 1. Understand the core concepts of Artificial Intelligence, Machine Learning, and Deep Learning. 2. Identify and articulate the key opportunities and challenges of AI adoption in finance. 3. Apply basic AI/ML techniques for financial forecasting, classification, and clustering. 4. Analyze and interpret the results of AI/ML models in a financial context. 5. Evaluate the ethical, regulatory, and societal implications of AI in finance. 6. Communicate effectively with data scientists and technology teams on AI					

	projects. 7. Develop a strategic perspective on how AI can transform financial services.			

Course Outcomes	The course "Artificial Intelligence and Machine Learning in Finance" covers key concepts including supervised and unsupervised learning, neural networks, natural language processing, and algorithmic trading. Students learn to apply AI/ML techniques to financial forecasting, risk management, portfolio optimization, fraud detection, and sentiment analysis. The curriculum emphasizes practical skills using tools like Python, TensorFlow, and financial datasets. Case studies and projects provide real-world experience, preparing students to leverage AI/ML for data-driven decision-making in modern financial markets.
Course Content	By the end of this course, students will be able to: 1. **Understand AI/ML Fundamentals** Explain key concepts in artificial intelligence and machine learning, including supervised and unsupervised learning, deep learning, and natural language processing, within the context of financial applications. 2. **Apply ML Techniques to Financial Data** Apply machine learning algorithms to real-world financial datasets for tasks such as stock price prediction, credit risk modeling, fraud detection, and algorithmic trading. 3. **Use Financial Data Sources and Tools** Collect, preprocess, and analyze financial data from sources like stock exchanges, economic indicators, and company financial statements using Python and relevant AI/ML libraries (e.g., scikit-learn, TensorFlow, PyTorch). 4. **Develop Predictive Financial Models** Build and evaluate predictive models for asset pricing, portfolio optimization, and financial forecasting using advanced AI/ML techniques. 5. **Interpret Model Outputs and Manage Risk** Interpret and validate the output of AI/ML models, and assess their implications in terms of financial risk, regulatory compliance, and ethical considerations. 6. **Design AI-Driven Financial Applications** Design and prototype AI-powered financial systems or decision-support tools, demonstrating an understanding of both technological and domain-specific requirements. 7. **Critically Evaluate AI in Finance** Evaluate the strengths, limitations, and potential biases of AI/ML models in financial decision-making, and understand their impact on market dynamics and organizational strategy.

Module 1	Introduction to AI/ML & Finance Fundamentals (6 Lectures)	Experiential Learning	Handshake with AI	6 Sessions

Defining AI, ML, Deep Learning: Core concepts, differences, and relationships. Brief history of AI. AI in Finance: Opportunities & Challenges: Overview of AI's disruptive potential, benefits (efficiency, insights), and risks (bias, explainability, job displacement). Data Foundations for AI: Types of financial data (time series, tabular, text), data sources, data quality, and preparation

needs. Machine Learning Workflow & Supervised Learning Intro: Problem definition, data collection, preprocessing, model selection, training, evaluation. Regression vs. Classification. Unsupervised Learning Intro & Reinforcement Learning: Clustering, dimensionality reduction. Basic concepts of Reinforcement Learning (RL). AI Ethics & Governance in Finance: Bias in algorithms, fairness, transparency, explainability (XAI), regulatory considerations (e.g., GDPR, explainable AI regulations).

Module 2	Machine Learning for Risk Management & Credit Scoring	Experiential Learning	Basic concepts and applications	Machine Learning for Risk Management & Credit Scoring (7 Lectures, 2 Tutorials, 4 Practical Sessions)

Introduction to Classification for Risk: Binary classification problems (e.g., default/non-default, fraud/non-fraud). Logistic Regression: Theory, application, and interpretation for financial classification. Decision Trees & Random Forests: Concepts, advantages, and limitations. Ensemble methods for improved performance. Support Vector Machines (SVM): Principles and use cases in financial classification. Model Evaluation Metrics (Classification): Accuracy, Precision, Recall, F1-Score, ROC Curve, AUC. Handling imbalanced datasets. Credit Scoring with ML: Traditional vs. ML-driven credit scoring models. Features used in credit assessment. Fraud Detection with ML: Types of financial fraud, challenges in fraud detection, supervised and unsupervised approaches.

Module 3	ML for Investment & Portfolio Management	Experiential Learning	Concepts and applications	6 Lectures, 2 Tutorials, 4 Practical Sessions

Introduction to Regression for Financial Forecasting: Predicting continuous values (e.g., stock prices, interest rates). Linear Regression & Ridge/Lasso Regression: Theory, assumptions, and regularization for financial data. Time Series Forecasting with ML: Introduction to ARIMA, Prophet, and ML models for time series data. Clustering Algorithms (K-Means, Hierarchical Clustering): Grouping similar assets or customers for strategic insights. Algorithmic Trading & High-Frequency Trading (HFT): Role of AI, types of algorithms, ethical considerations. Robo-Advisory & Personalized Finance: How AI personalizes investment advice, challenges, and future trends.

Module 4	AI in Financial Operations, Customer Experience & Advanced Topics	Experiential Learning	Concepts and applications	(6 Lectures, 2 Tutorials, 4 Practical Sessions)

AI in Back-Office Operations: Automation, Robotic Process Automation (RPA), reconciliation, compliance, and regulatory technology (RegTech). AI for Enhanced Customer Experience: Chatbots, virtual assistants, personalized financial advice, sentiment analysis from customer feedback. Natural Language Processing (NLP) in Finance: Text mining, sentiment analysis from news/social media, automated report generation, chatbot development. Introduction to Neural Networks & Deep Learning: Perceptrons, activation functions, feed-forward networks, backpropagation (conceptual).

Module 5	Strategic AI Implementation & Future Trends	Experiential Learning	Concepts and applications	5 Lectures, 2 Tutorials, 4 Practical Sessions

AI Strategy & Roadmap for Financial Institutions: Assessing organizational readiness, defining objectives, building an AI roadmap. Building an AI Team & Data Governance: Roles and responsibilities (data scientists, ML engineers, business analysts), data security, privacy, and ethics in deployment. AI Project Lifecycle & Scaling AI: From pilot to production, challenges in scaling, MLOps (Machine Learning Operations) concepts. Emerging AI Trends in Finance: Quantum Computing for finance, Generative AI, Federated Learning, Explainable AI (XAI) advancements. The Future of Finance & AI: How AI will reshape jobs, industry structure, and competitive landscapes. The role of humans in an AI-driven financial world.

Targeted Application & Tools that can be used:
- Python (Anaconda distribution recommended)
- Jupyter Notebooks / Google Colab
- Libraries: Pandas, NumPy, Scikit-learn, Matplotlib, Seaborn, Keras/TensorFlow (basic introduction)

Tutorial Plan:

T1	AI/ML Terminology & Use Case Brainstorm: Discussing and clarifying core AI/ML terms. Brainstorming potential AI applications across banking, investment, insurance.
T2	Data Challenges in Finance: Discussing real-world challenges of data availability, quality, and privacy in financial institutions.
T3	Classification Algorithm Comparison: Discussing pros and cons of different classification algorithms for specific financial scenarios.
T4	Model Evaluation in Practice: Interpreting confusion matrices, ROC curves, and ot metrics from case studies.
T5	Forecasting Challenges in Finance: Discussing the inherent difficulties and limitati of predicting financial markets.
T6	Discussing Algorithmic Trading Strategies: Analyzing different approaches t algorithmic trading and their underlying principles.
T7	RPA Use Cases in Finance: Discussing specific operational processes that can be automated using RPA and AI.
T8	NLP Applications Discussion: Analyzing case studies of how financial institutions u NLP for competitive advantage.
T9	AI Implementation Challenges & Mitigation: Discussing real-world hurdles in deploying AI and strategies to overcome them (e.g., talent gap, data silos, resistar to change).
T10	Ethical AI Debate: A structured debate or discussion on a controversial ethical issu related to AI in finance (e.g., algorithmic bias in lending, surveillance).

Practical Plan:

P1	Introduction to Python for Finance: Setting up Python environment (Anaconda, Jupyter Notebooks. Basic data types, variables, loops, functions.
P2	Data Loading & Basic Manipulation with Pandas: Loading financial datasets (CSV, Excel), inspecting data, basic filtering, sorting.
P3	Data Cleaning & Preprocessing: Handling missing values, outlier detection, data type conversions, feature scaling (standardization, normalization).
P4	Exploratory Data Analysis (EDA) with Matplotlib & Seaborn: Visualizing financial data trends, distributions, and relationships.
P5	Implementing Logistic Regression for Credit Default Prediction: Building a basic model in Python, training, and predicting.
P6 and P7	Decision Trees & Random Forests for Credit Scoring: Applying ensemble methods and comparing performance.
P8	Fraud Detection Case Study (Basic): Applying classification models to a synthetic or public fraud dataset.
P9	Implementing Linear Regression for Stock Price Prediction: Building a regression model, interpreting coefficients.
P10	Basic Time Series Forecasting (ARIMA/Prophet): Applying a time series model to predict financial indicators.
P11	Customer Segmentation with K-Means Clustering: Applying clustering to a customer dataset for targeted marketing or product development.
P12	Portfolio Optimization using Clustering/Factor Models (Conceptual): Exploring how clustering can aid in diversifying portfolios (practical will involve data grouping, not full optimization).
P13	Basic NLP for Financial Text: Tokenization, sentiment analysis on financial news headlines using NLTK or TextBlob.
P14	Simple Chatbot Development (Rule-based or basic NLU): Building a rudimentary chatbot for common financial queries.
P15	Introduction to Keras/TensorFlow for a Simple Neural Network: Building and

		training a basic feed-forward neural network for classification
P16:		Conceptualizing RegTech/Compliance AI: Discussing how AI models can autom compliance checks and identify suspicious transactions (no coding, focus on lo
P17		AI Project Planning & Scoping: Working in groups to define a hypothetical AI project for a financial institution, including objectives, data needs, and success metrics.
P18		Model Interpretability Techniques (LIME/SHAP - Conceptual/Libraries): Briefly introducing and conceptually applying tools for understanding black-box mode
P19		Designing an AI Governance Framework: Developing a high-level framework fo ethical and responsible AI deployment in a financial context.
P20		Capstone Project Work/Presentation: Students present their group projects (defined in P17 or earlier), showcasing their understanding and application of concepts in a financial scenario.

Text Book
- Chauhan, M., & Lalwani, R. (2021). *AI and Machine Learning for Financial Services: A Comprehensive Guide*. Wiley.
- Muller, A. C., & Guido, S. (2016). *Introduction to Machine Learning with Python: A Guide for Data Scientists*. O'Reilly Media.

Reference Books
- Artificial Intelligence in Asset Management" by Söhnke M. Bartram & Jürgen Branke, CFA INSTITUTE RESEARCH FOUNDATION

Web Links and Case Study Links

Catalogue prepared by	Dr. Megha Pandey
Recommen ded by the Board of Studies on	BOS NO: 18th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26th held on 25,July,2025

Course Code: FIN5121	Course Name: Risk Management and Insurance Type of	L-T-P-C	2	1	0	3

	Course: specialization Track Elective					
Version No.	1.0					
Course Pre-requisites	Financial Accounting and Reporting – FIN4111					
Anti-requisites	NIL					
Course Description	The course on Insurance and Risk Management introduces students to the fundamental concepts of risk, its measurement, and the techniques used to manage it. It explores the principles, practices, and importance of insurance as a risk transfer mechanism. The course covers various types of insurance including life, health, property, liability, and marine insurance, along with an in-depth understanding of underwriting, claims processing, and premium setting. Students will gain insights into the role of insurance companies and regulatory bodies like the IRDAI in managing systemic risk and ensuring industry stability. The course also emphasizes the strategic role of risk management in business, highlighting tools and techniques for identifying, assessing, and mitigating risks. Special focus is given to contemporary developments in the insurance industry such as reinsurance, enterprise risk management (ERM), and the use of technology in risk management and insurance operations. By the end of the course, students will be equipped to critically assess risks and apply insurance and risk management principles in both personal and organizational contexts.					
Course Outcomes	CO1: Explain the concepts of risk, types of risks, and the need for risk management in personal and business contexts. CO2: Demonstrate an understanding of the principles, functions, and types of insurance and its role in risk mitigation. CO3: Analyze the risk management process and apply techniques for risk identification, assessment, control, and financing. CO4: Evaluate various insurance products and understand the procedures involved in underwriting, premium calculation, and claims settlement.					
Course Objective:	1. To understand the fundamental concepts of risk and uncertainty and their significance in business and personal decision-making. 2. To provide insights into the principles and practices of insurance as a key risk management tool, including life, general, and health insurance.					

		3. To analyze the process of risk management, including risk identification, risk assessment, risk control, and risk financing. 4. To acquaint students with the structure and functioning of the insurance industry, including regulatory bodies, insurance products, underwriting, and claims management.		
Module 1	Introduction to Insurance Business	Lecture Method	Understand	10 Sessions

Definition of insurance - Characteristics of insurance – Principles of contract of insurance – General Concepts of Insurance – Insurance and hedging – Types of insurance – Insurance intermediaries. Life Insurance Business - Fundamental principles of life insurance – Basic features of life insurance contracts - Life insurance products – Traditional and unitlinked policies – Individual and group policies - With and without profit policies – Types of life insurance policies – Term insurance – Whole life insurance and its variants – Endowment insurance and its variants – Annuities – Policies for children and females – Policies for handicapped lives – Pension plans – Health insurance – Claims settlement. General Insurance Business - Fundamental principles of general insurance – Fire insurance – Marine insurance – Motor insurance – Personal accident insurance – Liability insurance –Miscellaneous insurance – Claims settlement

Module 2	Pricing of Insurance Products	Participative Learning	Apply	11 Sessions

Meaning of rate/premium, Objectives of rate making, Rate making in life insurance business – Basic methods of rate making – Net single premium – Net annual level premium – Premium concepts – Level premium – Basic premium – Office yearly premium – Premium tables – Tabular premium – Rebate – Extra premium – Rider premium – Bonus – Calculation of premium and bonus. Rate making in general insurance business – Principles – Basic methods of rate making – Judgment rating – Class rating – Merit rating

Module 3	Insurance Regulations in India	Group Discussion	Analyze	11 Sessions

Insurance Act, 1938 – Summary provisions of Insurance Act, 1938 Insurance Regulatory and Development Authority (IRDA) – Introduction – Purpose, Duties, Powers and functions of IRDA – Operations of IRDA – Insurance policyholders' protection under IRDA – Exposure/Prudential norms. Summary provisions of related Acts – Consumer Protection Act and Transfer of Property Act.

Module 4	Introduction to Risk Management	Skill based Learning	Apply	13 Sessions

Risk management – Objectives of risk management – Risk management process – Identifying and evaluating potential losses – Selecting appropriate technique for treating loss exposure – Risk financing – Implementing and administering risk management program – Personal

risk management – Loss forecasting. Risk Assessment, Analysis, Evaluation, Risk Control and Treatment – Risk. Reduction - Transfer and Sharing of Risk - Elimination and Retention of Risk
Project work/ assignment:
41. CA 1 – Quiz 42. CA 2 – Assignment 43. CA 3 – Presentation 44. CA 4 – Case Study

Textbook:

T1: George Rejda, Principles of Risk Management and Insurance, Pearson Education.

T2: S. Balachandran, General Insurance, Insurance Institute of India.

T3: S. Balachandran, Karve, Palav, Life Insurance, Insurance Institute of India.

Reference books:

R1: M. Y. Khan, Indian Financial System, Tata McGraw-Hill.

R2: Bharti Pathak, Indian Financial System, Pearson Education.

R3: C. Arthur, William Jr., Michael Smith, Peter Young, Risk Management and Insurance, McGraw-Hill

Catalogue prepared by	Dr. Sunil M Rashinkar
Recommended by the Board of Studies on	BOS NO: 18th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26th held on 25,July,2025

Course Code: FIN5123	Course Name: Behavioural Finance and Decision Making Type of Course: specialization Track Elective	L-T-P-C	2	1	0	3
Version No.	1.0					
Course Pre-requisites	Financial Accounting and Reporting – FIN4111					
Anti-requisites	NIL					
Course Description	This course explores the psychological and behavioral aspects influencing individual and institutional financial decision-making. Behavioral Finance and Decision Making blends insights from psychology and economics					

	to understand how cognitive biases, emotions, and social influences affect investor behavior and market outcomes. It challenges the traditional assumption of rationality in classical finance by examining heuristics, overconfidence, loss aversion, mental accounting, framing effects, and other anomalies. Students will analyze real-world cases of irrational behavior in financial markets, understand the implications for portfolio management, and explore how behavioral factors lead to market inefficiencies. The course also delves into behavioral corporate finance, where managerial decisions are shaped by psychological factors, and examines methods for improving financial decision-making through nudges and debiasing strategies. By the end of the course, students will be able to critically assess investment decisions, design strategies to mitigate behavioral errors, and apply behavioral finance principles in personal finance, advisory roles, and institutional investment contexts.		
Course Outcomes	CO1: Explain the key concepts of behavioral finance and how it differs from traditional finance theories. CO2: Identify and analyze common cognitive biases and heuristics that affect individual and group financial decisions. CO3: Evaluate the psychological factors that influence investor behavior and market anomalies, including overreaction, underreaction, and herding. CO4: Apply behavioral finance principles to assess real-world investment strategies and market behaviors.		
Course Objective:	1. To introduce the foundational concepts of behavioral finance, highlighting the limitations of traditional finance models based on rational decision-making. 2. To explore the psychological principles and cognitive biases that influence financial behavior at the individual and institutional levels. 3. To examine how emotions, heuristics, and framing effects affect investment decisions, risk perception, and financial planning. 4. To analyze behavioral anomalies in financial markets, such as bubbles, crashes, and investor overreaction or underreaction.		
Module 1	Behavioral finance	Lecture Method	Understand	10 Sessions
Introduction to Behavioral finance – Nature, scope, objectives and application; Investment Decision Cycle: Judgment under Uncertainty :Cognitive information perception – Peculiarities (biases) of quantitative and numerical information perception - Representativeness – Anchoring Exponential discounting - Hyperbolic discounting				

Module 2	Utility/ Preference Functions	Participative Learning	Apply	10 Sessions

Expected Utility Theory [EUT] and Rational Thought: Decision making under risk and uncertainty - Expected utility as a basis for decision-making – Theories based on Expected Utility Concept - Investor rationality and market efficiency.

Module 3	Behavioral Factors and Financial Markets	Group Discussion	Analyze	12 Sessions

The Efficient Markets Hypothesis – Fundamental Information and Financial Markets – Information available for Market Participants and Market Efficiency -Market Predictability –The Concept of limits of Arbitrage Model - Asset management and behavioral factors - Active Portfolio Management: return statistics and sources of systematic underperformance. – Fundamental information and technical analysis – the case for psychological influence.

Module 4	Heuristics and behavioral biases of investors	Skill based Learning	Apply	13 Sessions

Types of investors- Individual and Institutional - How the human mind works-the two systems;
Familiarity and related heuristics; Representativeness and related biases; Anchoring; Irrationality
and adaptation; Hyperbolic discounting. Sovereign credit rating - drivers

Project work/ assignment:

45. CA 1 – Quiz
46. CA 2 – Assignment
47. CA 3 – Presentation
48. CA 4 – Case Study

Textbook:
T1: Chandra, P. (2017), Behavioural Finance, Tata Mc Graw Hill Education, Chennai (India).
T2: Ackert, Lucy, Richard Deaves (2010), Behavioural Finance; Psychology, Decision Making and Markets, Cengage Learning.
Reference books:
R1: Kahneman, D. and Tversky, A. (2000). Choices, values and frames. New York : Cambridge Univ. Press. 5.
R2: Shefrin, H. (2002), Beyond Greed and Fear; Understanding Behavioural Finance and
Psychology of investing. New York; Oxford University Press.

Catalogue prepared by	Dr. Sunil M Rashinkar
Recommended by the Board of Studies on	BOS NO: 18th held on 6,June,2025
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Council	

Course Code: FIN5114	Course Title: Tax Laws and Practice Type of Course: specialization Track Elective	L- T- P- C	2	1	0	3
Version No.	1.0					
Course Pre-requisites	1. Basic computational skills 2. Basic understanding of accounting and finance					
Anti-requisites	NIL					
Course Description	This course provides a foundational understanding of India's direct and indirect taxation system as per Finance Act 2024. It covers personal and corporate income tax, Goods and Services Tax (GST), and Customs duty. Students will gain knowledge on tax compliance, planning, filing, and assessments. The course emphasizes practical learning through simulations and case studies, preparing students to manage taxation responsibilities in real-world business scenarios.					
Course Outcomes	CO1: Identify personal taxable income and tax payable thereon (Applying) CO2: Explain different types of returns and assessments (Understanding) CO3: Identify corporate taxable income and tax payable thereon (Applying) CO4: Explain basic provisions of GST and Customs duty (Understanding)					
Course Objective:	The course aims at APPLIED LEARNING in taxation, Introduce participants to the basis, incidence, and application of the main taxes in India, namely, Income Tax and Goods and Services Tax (GST), through EXPERIENTIAL PEDAGOGY.					
Module 1	Fundamentals of Direct Taxation and Income Computation	Assignment (Participative Learning)			12 Sessions	
Concepts of direct and indirect tax; Definitions: Assessee, Assessment Year, Previous Year, Income, etc.; Residential status & incidence of tax; Heads of income – Computation of income from salary, income from house property, income from other sources , Concept of Income from Business & profession; Capital gain.						
Module 2	Computation of Total income and Assessment Procedures	Assignment (Experiential Learning)			12 Sessions	
• Deductions under; Chapter VI-A; Computation of total income for individuals; Types of ITR ;forms and applicability; E-filing of Income Tax Returns; Documents for ITR filing; Interest and penalties; **Types of assessments**: Self, Regular, Best Judgment, Reassessment, Protective **Practical:** Filing ITR-1 and ITR-3; mock assessment cases						
Module 3	Corporate Taxation and Tax Planning	Project (Experiential Learning)			12 Sessions	
• Taxation of domestic and foreign companies; Minimum Alternate Tax (MAT);Corporate tax rates and amendments; Corporate tax computation						

• **Practical:** Case studies on corporate tax planning				
odule 4	**Goods and Services Tax (GST)**	Assignment (Participative Learning)		9 Sessions

- • Structure of GST: CGST, SGST, IGST, UTGST; Registration procedure; Taxable event, time, and value of supply; Input Tax Credit (ITC) conditions; GST returns: GSTR-1, GSTR-3B; GST audit and assessment
- • **Practical:** GST invoice preparation and return filing

Targeted Application & Tools that can be used:
Project work/Assignment:
Assignment 1: Analyse computation of personal tax liability (Case-based) Assignment 2: Filing return online (Hands-on Simulation) Assignment 3: Study of GST implementation in a business (Group Research Project)

Textbook:
- • Singhania, V.K. & Singhania, M., *Direct Taxes – Law and Practice*, Taxmann Publications
- • Ahuja, G. & Gupta, R., *Systematic Approach to Income Tax*, Bharat Law House
- • GST Manual, Taxmann Publications
- • Income Tax Act, 1961 (Bare Act)
- • CGST Act, 2017 (Bare Act)
- • Official websites: incometax.gov.in, gst.gov.in

References

Research Articles in Journals:
1. https://www.dsrvindia.com/impact-of-gst-on-corporate-taxes
2. https://www.researchgate.net/publication/379773026_CORPORATE_TAXATION_THROUGH_THE_INDIAN_PRISM_CONSEQUENCES_OF_GST_AND_DTC
3. https://www.ijfans.org/uploads/paper/af10bdf78289a6dfe6273cd86ec25fd0.pdf

Podcast:
1. https://www.ey.com/en_in/media/podcasts/indirect-tax-insights
2. https://podcasts.apple.com/us/podcast/avalara-india-gst/id1533946631
3. https://open.spotify.com/show/3Ck2jOeVPm9qPtBPJ9Lv2U

Case studies:
1. https://www.researchgate.net/publication/388553998_GST_GOODS_AND_SERVICES_TAX_IMPACT_ON_THE_INDIAN_TAX_SYSTEM
2. https://www.researchgate.net/publication/390296293_THE_IMPACT_OF_CORPORATE_TAX_PLANNING_ON_CAPITAL_STRUCTURE_DECISIONS_IN_THE_INDIAN_AUTOMOBILE_INDUSTRY
3. https://www.researchgate.net/publication/308603399_CHAPTER_4_Tax_System_Reform_in_India_Six_Case_Studies_and_Policy_Implications

Catalogue prepared by	Dr. Prachi Beriwala
Recommended by the Board of Studies on	BOS NO: 18th held on 6,June,2025
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PPS Courses

Course Code: **PPS4010**	**Course Title: Corporate Readiness Program – I** Type of Course: Practical Only Course		L- T - P- C	0	0	2	0
Version No.	1.0						
Course Pre-requisites	Students are expected to understand Basic English. Students should have inclination and enthusiasm to involve, participate and learn.						
Anti-requisites	**Nil**						
Course Description	This course is designed to enable students to develop strong behavioural, emotional, and career-readiness capabilities through a structured four-phase journey—Reflect, Innovate, Stimulate, and Elevate. The course focuses on building self-awareness, emotional intelligence, behavioural excellence, career clarity, and professional readiness through experiential learning, self-diagnostic tools (e.g., FIRO-B), simulations, and reflective practices, thereby preparing learners for effective workplace integration and placement success. As a semester-integrated initiative, it bridges academic learning with industry expectations, introducing structured self-awareness early, translating insights into observable behaviours, enabling evidence-based career mapping, and preparing for professional conduct and interviews.						
Course Out Comes	On successful completion of the course the students shall be able to: CO1: Identify career goals using self-diagnostic evidence CO2: Present a professional brand aligned to industry expectations CO3: Demonstrate behavioural excellence in teams, communication, and ethical decision-making						
Course objective	The objective of the course is to familiarize the learners with the concepts of "Corporate Readiness Program I course" and attain SKILL DEVELOPMENT through PARTICIPATIVE LEARNING techniques, including flipped classroom, activity-based simulations, and real-world applications.						
Course Content:							
Module 1	Reflect			**8 Sessions**			
Topics: **Topics:** Strong self-awareness foundation using FIRO-B, Psychological safety and interpersonal needs, Personality, values, and work identity, Emotional intelligence and self-regulation, Resilience, stress management, and professional maturity **Activity:** Self-assessments, guided reflection, facilitated discussions, activities, journaling							
Module 2	**Innovate**			**8 Sessions**			
Topics: **Topics:** Behavioural effectiveness at the workplace, Leadership mind-sets and decision-making, Collaboration, conflict management, and influence skills, Professional ethics and behavioural role modelling **Activity:** Case studies, role plays, group tasks, behavioural simulations							
Module 3	**Stimulate**			**8 Sessions**			
Topics: **Topics:** Career awareness and industry expectations, Career mapping and							

role targeting, Skill gap analysis and employability alignment, Career action planning Activity: Career diagnostics, mapping exercises, mentoring discussions, individual planning				
Module 4	**Elevate**			**6 Sessions**
Topics: **Topics**: Resume structuring and personal branding, Mock interviews and assessment simulations, Final review, career strategy, and professional closure. **Activity**: Resume labs, mock interviews, assessment center simulations, expert feedback				

Targeted Application & Tools that can be used:
Interactive Quiz
TED Talks
You Tube Links
Activities
FIRO-B Diagnostic Tool
Reflection Journals
Career Mapping Templates
Resume Builders
STAR Method Guides

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course:
Assignment 1: Profile Presentation (e.g., present self-insights from FIRO-B and personal values aligned to career goals).
Assignment 2: Career Roadmap and Professional Portfolio (e.g., 3-Year Career Map, Skill Action Plan, Updated Resume, and Brand Statement).

The topics related to skill development:
The topics related to soft skills, behavioral skills, emotional intelligence, career readiness, and employability skills for Skill Development through Participative Learning Techniques. This is attained through assessment Component mentioned in course handout.

Catalogue prepared by	Faculty of L&D
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: **PPS4011**	**Course Title: Corporate Readiness Program – II** Type of Course: Practical Only Course		L- T - P-C	0	0	2	0
Version No.	1.0						
Course Pre-requisites	Students are expected to understand Basic English. Students should have inclination and enthusiasm to involve, participate and learn.						
Anti-requisites	NIL						
Course Description	This course enables students to develop a strong foundation in the critical soft skills required to succeed in the corporate environment. It equips learners with the ability to create profile-centric resumes, participate effectively in group discussions, and perform confidently in interviews. Through role-playing exercises, simulations, and experiential learning activities, the course offers a practical and engaging learning environment that bridges the gap between academic learning and workplace expectations.						
Course Objective	The objective of the course is to familiarize the learners with the concepts of "Corporate Readiness Program II course" and attain SKILL DEVELOPMENT through PARTICIPATIVE LEARNING techniques.						
Course Out Comes	**On successful completion of this course the students shall be able to:** CO1 Create a profile-centric resume that highlights skills and experiences effectively CO2 *Apply* effective communication strategies such as clarity, relevance, turn-taking, and active listening during group discussions CO3 Apply effective verbal and non-verbal communication skills, and professional presence during interviews						
Course Content							

Module 1	**Corporate Readiness**	Classroom Activity		**8 Sessions**

Topics: KYC (Know Your Company) and JD (Job Description), resume writing (profile centric), video resume, ATS.
Activity: Resume Templates, Peer Feedback, Video Resumes

Module 2	**Group Discussion**	Mock GD		**10 Sessions**

Topics: Types & Purpose of GD, Tips to prepare for GD, GD Phrases and Vocabularies, GOD Technique, Mind mapping, Parameters, Mock GD practice.
Activity: Group Activities, Peer Assessment

Module 3	**Personal Interview Skills**	Mock PI		**10 Sessions**

Topics: Purpose, Type and Modes of Interview, virtual and offline PI, KYC (Know Your Company) and JD (Job Description), Techniques - STAR, CAR, FAB, Mock PI practice.
Activity: Interview Question Bank, Sample JDs, KYC Framework, STAR, CAR, and FAB Technique Templates

Targeted Application & Tools that can be used:
1. Interactive Quiz
2. TED Talks
3. You Tube Links
Activities

	Assignment proposed for this course Assignment 1: Text & Video Resume
	Assignment 2: Personal Interview

- Continuous Individual Assessment
- Campus to Corporate Mock Drill for each module

The topics related to skill development:
Corporate Readiness, Group Discussion, Personal Interview skills for Skill Development through Participative Learning Techniques. This is attained through assessment Component mentioned in course handout.

Catalogue prepared by	Ms. Nirmal Kaur
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	