Presidency School of Management

Master of Business Administration
MBA (Banking and Finance Management)

Program Regulations and Curriculum
2026-2028

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

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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 2026-2028.
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 2026-2028 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 2026-2028.

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, 2026-2028;*
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 2026-2028 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 2026-2028 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:

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 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 Semester of the MBF 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 Semester of the MBF.

11.2 Change of Program, if provided, shall be made effective from the commencement of the 2nd Semester of the MBF 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 MBF Program, the Fee Policy pertaining to that Program of the MBF 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 2nd 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 2nd Semester of the MBF 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:

13.1 The transfer of credits shall be examined and recommended by the Equivalence Committee (Refer **Error! Reference source not found.** ANNEXURE B of A cademic 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.

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

13.3.3 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.

13.3.8.1 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.

13.3.8.2 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 (2026-2028) 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.

Table 14.1.3: MBA (Banking and Finance Management) Dual Specialization Program Structure 2026-2028: Summary of Mandatory Courses and Minimum Credit Contribution from various Baskets				
Sl.No.	**Baskets**			**Credit Contribution**
1	PROGRAM CORE (PC)			56
2	SPECIALIZATION TRACK (ST)	ST1	TRACK-CORE (STC1)	6
			TRACK-ELECTIVE (STE)	12
		ST2	TRACK-CORE (STC2)	6
			TRACK-ELECTIVE (STE)	12
4	PRACTICE (PR)			10
	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).

Table 17.1.5: Master of Business Administration (MBA) Program Structure 2026-2028:

Program Core (PC)

Sl. NO.	BASKET	COURSE CODE	COURSE NAME	L	T	P	C
1	PC	MBA4002	Financial Accounting and Reporting	3	1	0	4
2	PC	MBA4011	Corporate Finance	3	0	0	3
3	PC	MBA4004	Managerial Economics	3	0	0	3
4	PC	ENG4001	Global Business Communication	2	0	2	3
5	PC	MBA4014	Business Strategy and Corporate Transformation	2	1	0	3
6	PC	MBA4015	Business Law and Regulatory Compliance	3	0	0	3
7	PC	MBA4016	Governance, Business Ethics and Social ESG Management	2	1	0	3
8	PC	MBA4017	Entrepreneurship and Innovation Management	2	1	0	3
9	PC	MBA4006	Marketing Management - Theories and Practices	3	0	0	3
10	PC	MBA4010	Digital Marketing	2	1	0	3
11	PC	MBA4003	Human Behaviour in Organizations	3	0	0	3
12	PC	MBA4012	Human Capital Management	3	0	0	3
13	PC	MBA4005	Production, Operations and Logistics Management	3	0	0	3
14	PC	MBA4001	Business Statistics	3	1	0	4
15	PC	MBA4009	Applied Data Analysis and Visualization	1	0	2	2
16	PC	MBA4008	Business Research Methods	3	0	0	3
17	PC	MBA4013	Fundamentals of Business Analytics	1	0	2	2
18	PC	MBA4007	AI for Managers	2	0	0	2
19	PC	ENG4002	Applied English Communication	2	0	2	3
19	PC	PPS4010	Corporate Readiness Program-I*	0	0	2	0
20	PC	PPS4011	Corporate Readiness Program-II*	0	0	2	0
					Total		**56**

*Mandatory Non Credit Course

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

SPECIALIZATION TRACK							
TRACK CORE – FINANCE							
Sl. No.	**Course Basket**	**Course Code**	**Course Name**	**L**	**T**	**P**	**C**
1	STC1	FIN4501	Financial Markets and Services	2	1	0	3
2	STC2	FIN4502	Investment and Portfolio Management	2	1	0	3
Total							**6**
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	FIN4503	Strategic Mergers, Acquisitions and Corporate Restructuring	2	1	0	3
2	STE	FIN4504	Tax Laws and Practice	2	1	0	3
3	STE	FIN4505	Financial Derivatives and Risk Management	2	1	0	3
4	STE	FIN4506	Behavioural Finance	2	1	0	3
5	STE	FIN4507	Fundamental and Technical Analysis	2	1	0	3
6	STE	FIN4508	AI and ML Applications in Finance	2	1	0	3
7	STE	FIN4509	Sustainable and Green Finance Strategies	2	1	0	3
8	STE	FIN4510	Fintech	2	1	0	3
9	STE	FIN4511	Personal Wealth Management	2	1	0	3
10	STE	FIN4512	Global Financial Management	2	1	0	3
11	STE	FIN4513	Insurance and Risk Management	2	1	0	3
12	STE	FIN4514	Financial Modelling	1	1	2	3

SPECIALIZATION TRACK 1							
TRACK CORE - BANKING							
Sl. No.	**Course Basket**	**Course Code**	**Course Name**	**L**	**T**	**P**	**C**
1	STC	FIN4524	Commercial Banking	2	1	0	3
2	STC	FIN4525	Forex and Treasury Operations	2	1	0	3
						Total	**6**
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	FIN4526	Machine Learning Applications for Modern Banking	2	1	0	3
2	STE	FIN4527	Credit Analysis and Loan Management	2	1	0	3
3	STE	FIN4528	Central Banking and Monetary Policy	2	1	0	3
4	STE	FIN4529	Cyber Security and IT Laws	2	1	0	3
5	STE	FIN4530	Rural and Cooperative Banking	2	1	0	3
6	STE	FIN4531	Retail Banking and Wealth Management	2	1	0	3
7	STE	FIN4532	Global Banking and Trade Finance	2	1	0	3
8	STE	FIN4533	Sustainable Banking and Climate Finance	2	1	0	3

Table 17.1.6: MBA (Banking and Finance) Program Structure 2026-2028:

Practice (PR)

S. NO.	BASKET	COURSE CODE	COURSE NAME	L	T	P	C
1	PR	MBA8001	Summer Internship Project	-	-	-	4
2	PR	MBA8301	Capstone Research Project	-	-	-	6
TOTAL							**10**

18. 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 List of elective Courses under various Specializations / Stream Basket:

SPECIALIZATION TRACK							
TRACK CORE – FINANCE							
Sl. No.	**Course Basket**	**Course Code**	**Course Name**	**L**	**T**	**P**	**C**
1	STC1	FIN4501	Financial Markets and Services	2	1	0	3

2	STC2	FIN4502	Investment and Portfolio Management	2	1	0	3
Total							**6**
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	FIN4503	Strategic Mergers, Acquisitions and Corporate Restructuring	2	1	0	3
2	STE	FIN4504	Tax Laws and Practice	2	1	0	3
3	STE	FIN4505	Financial Derivatives and Risk Management	2	1	0	3
4	STE	FIN4506	Behavioural Finance	2	1	0	3
5	STE	FIN4507	Fundamental and Technical Analysis	2	1	0	3
6	STE	FIN4508	AI and ML Applications in Finance	2	1	0	3
7	STE	FIN4509	Sustainable and Green Finance Strategies	2	1	0	3
8	STE	FIN4510	Fintech	2	1	0	3
9	STE	FIN4511	Personal Wealth Management	2	1	0	3
10	STE	FIN4512	Global Financial Management	2	1	0	3
11	STE	FIN4513	Insurance and Risk Management	2	1	0	3
12	STE	FIN4514	Financial Modelling	1	1	2	3

SPECIALIZATION TRACK 1							
TRACK CORE - BANKING							
Sl. No.	**Course Basket**	**Course Code**	**Course Name**	**L**	**T**	**P**	**C**
1	STC	FIN4524	Commercial Banking	2	1	0	3
2	STC	FIN4525	Forex and Treasury Operations	2	1	0	3
						Total	**6**
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	FIN4526	Machine Learning Applications for Modern Banking	2	1	0	3
2	STE	FIN4527	Credit Analysis and Loan Management	2	1	0	3
3	STE	FIN4528	Central Banking and Monetary Policy	2	1	0	3
4	STE	FIN4529	Cyber Security and IT Laws	2	1	0	3
5	STE	FIN4530	Rural and Cooperative Banking	2	1	0	3
6	STE	FIN4531	Retail Banking and Wealth Management	2	1	0	3
7	STE	FIN4532	Global Banking and Trade Finance	2	1	0	3
8	STE	FIN4533	Sustainable Banking and Climate Finance	2	1	0	3

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

Proposed Semester Grid							
MBA (Banking and Finance) Batch 2026-28							
S.NO	**BASKET**	**COURSE CODE**	**SEMESTER I**	**L**	**T**	**P**	**C**
1	PC	MBA4001	Business Statistics	3	1	0	4
2	PC	ENG4002	Applied English Communication	2	0	2	3
3	PC	MBA4002	Financial Accounting and Reporting	3	1	0	4
4	PC	MBA4003	Human Behaviour in Organizations	3	0	0	3
5	PC	MBA4004	Managerial Economics	3	0	0	3
6	PC	MBA4005	Production Operations and Logistics Management	3	0	0	3
7	PC	MBA4006	Marketing Management - Theories and Practices	3	0	0	3
8	PC	MBA4007	AI for Managers	2	0	0	2
9	PC	PPS4015	Corporate Readiness Program- I	0	0	2	0
			Total Credits (9 Courses)				**25**
S.NO	**BASKET**	**COURSE CODE**	**SEMESTER II**	**L**	**T**	**P**	**C**
1	PC	MBA4008	Business Research Methods	3	0	0	3
2	PC	MBA4009	Applied Data Analysis and Visualization	1	0	2	2
3	PC	MBA4010	Digital Marketing	2	1	0	3
4	PC	MBA4011	Corporate Finance	3	0	0	3
5	PC	MBA4012	Human Capital Management	3	0	0	3

6	PC	MBA4013	Fundamentals of Business Analytics	1	0	2	2
7	PC	ENG4001	Global Business Communication	2	0	2	3
8			STC 1 – Core - 1	3	0	0	3
9			STC 2 – Core – 1	3	0	0	3
10	PC	PPS4010	Corporate Readiness Program – II	0	0	2	0
11	PC	APT4027	Aptitude for Employability – I	0	0	2	0
			Total Credits (11 Courses)				**25**
S.NO	**BASKET**	**COURSE CODE**	**SEMESTER III**	**L**	**T**	**P**	**C**
1	PC	MBA4014	Business Strategy and Corporate Transformation	2	1	0	3
2	PC	MBA4015	Business Law and Regulatory Compliance	3	0	0	3
3	STC3		STC 1 – Core 2	2	1	0	3
4	STC4		STC 2 – Core 2	2	1	0	3
5	STE		ST1 - STE1	2	1	0	3
6	STE		ST1 - STE2	2	1	0	3
7	STE		ST2 - STE1	2	1	0	3
8	STE		ST2 – STE2	2	1	0	3
9	PR	MBA8001	Summer Internship Project	-	-	-	4
10	PC	PPS4011	Corporate Readiness Program – III	0	0	2	0
11	PC	APT4028	Aptitude for Employability – II	0	0	2	0
			Total Credits (11 Courses)				**28**
S.NO	**BASKET**	**COURSE CODE**	**SEMESTER IV**	**L**	**T**	**P**	**C**
1	PC	MBA4016	Corporate Governance, Ethics, ESG and Sustainability	2	1	0	3
2	PC	MBA4017	Entrepreneurship and Innovation Management	2	1	0	3
3	STE		ST1 – STE 3	2	1	0	3
4	STE		ST1 – STE4	2	1	0	3
5	STE		ST2 – STE3	2	1	0	3
6	STE		ST2 - STE4	2	1	0	3
7	PR	MBA8301	Capstone Project	-	-	-	6
			Total Credits (7 Courses)				**24**

Grand Total	**102 edits**

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: MBA4007	**Course name:** AI for Managers, **Course type: Specialization Track Elective**	L- T - P-C	2	0	0	2
Version No.						
Course Pre-requisites	• Applied Business Statistics • Applied Data Analysis and Visualization • Fundamentals of Business Analytics					
Anti-requisites	**Nil**					
Course Description	This course provides MBA students with a managerial understanding of Artificial Intelligence (AI) and its strategic role in modern organizations. The course focuses on AI concepts, business applications, decision-making support, organizational transformation, and responsible AI adoption. Emphasis is placed on understanding AI from a business and managerial perspective rather than technical implementation.					
Course objective	This course is designed to enhance managerial competencies by developing students' understanding of Artificial Intelligence concepts and business applications through experiential and participative learning.					
Course Out Comes	Upon successful completion of the course, students shall be able to: **CO1:** Explain the fundamental concepts, evolution, and strategic significance of Artificial Intelligence in contemporary business organizations. **CO2:** Analyse the application of AI technologies across major business functions to enhance decision-making, operational efficiency, and customer value. **CO3:** Analyze the role of Artificial Intelligence in driving digital transformation, business innovation, strategic decision-making, and sustainable competitive advantage across organizations. **CO4:** Assess AI adoption strategies, ethical considerations, governance frameworks, and future trends for responsible and sustainable AI implementation in organizations.					
Course Content:						
Module 1	**Introduction to AI and Managerial Decision Making**	**Group Assignment**	**Participative Learning**	**(6 Hours)**		

<table>
<tr><td colspan="5">Topics: Introduction to Artificial Intelligence, Evolution of AI, Types of AI, AI Ecosystem, AI versus Traditional Analytics, Role of AI in Business Decision-Making, Data-Driven Organizations, AI and Competitive Advantage, AI Adoption Trends, Business Opportunities Created by AI, AI Value Creation Frameworks, and Challenges in AI Implementation.</td></tr>
<tr><td>Module 2</td><td>AI Applications Across Business Functions</td><td>Case Discussion:</td><td>AI-Driven Business Transformation</td><td>(8 Hours)</td></tr>
<tr><td colspan="5">Topics: AI in Marketing and Customer Analytics, AI in Human Resource Management, AI in Operations and Supply Chain Management, AI in Finance and Risk Management, AI in Sales and Revenue Optimization, Customer Experience Management, Business Process Automation, Intelligent Decision Support Systems.</td></tr>
<tr><td>Module 3</td><td>AI-Driven Innovation and Business Transformation</td><td>Group Presentation:</td><td>AI Applications in Business Innovation</td><td>(8 Hours)</td></tr>
<tr><td colspan="5">Topics: AI and Digital Transformation, AI for Business Innovation, Intelligent Automation, AI in Customer Experience Management, AI for Product and Service Innovation, AI in Strategic Decision-Making, Predictive Analytics for Business Growth, AI-Enabled Business Models, AI and Competitive Advantage, Organizational Transformation through AI, AI for Sustainability and Social Impact.</td></tr>
<tr><td>Module 4</td><td>AI Strategy, Ethics and Future of Business</td><td>Group Discussion:</td><td>Responsible AI and Business Leadership</td><td>(8 Hours)</td></tr>
<tr><td colspan="5">Topics: AI Strategy Formulation, Organizational Readiness for AI Adoption, AI Leadership and Change Management, AI Governance Frameworks, Responsible AI Principles, Ethics and Fairness in AI Systems, Explainable AI, Data Privacy and Security, Future Trends in AI, and AI for Sustainable Business Innovation.</td></tr>
<tr><td colspan="5">Targeted Application & Tools that can be used: PPT, Videos and board & Chalk Method</td></tr>
<tr><td colspan="5">Assignments:
A1: Module 1 – Assignment
A2: Module 2 – Case Study Analysis
A3: Module 3 – Group Presentation
A4: Module 4 – Group Discussion</td></tr>
<tr><td colspan="5">Text Book:
T1 – Artificial Intelligence for Managers. (2020). BPB Publications.
T2 – Marr, B. (2021). Artificial Intelligence in Practice: How 50 Successful Companies Used AI and Machine Learning to Solve Problems. Wiley.</td></tr>
<tr><td colspan="5">Reference books
R1 – Russell, S., & Norvig, P. (2021). Artificial Intelligence: A Modern Approach (4th Edition). Pearson.
R2 – Davenport, T. H., & Ronanki, R. (2019). The AI Advantage: How to Put the Artificial Intelligence Revolution to Work. MIT Press.
R3 – Marr, B. (2019). Artificial Intelligence in Practice. Wiley.</td></tr>
</table>

R4 – Shrestha, Y. R., Ben-Menahem, S. M., & Von Krogh, G. (2019). *Organizational Decision-Making Structures in the Age of Artificial Intelligence*. California Management Review.

Case studies

1. **https://www.researchgate.net/publication/385137928_The_Impact_of_Artificial_Intelligence_on_Business_Strategy_Case_Studies_Competitive_Advantages_and_Strategic_Implications**
2. **https://www.researchgate.net/publication/392470720_Harnessing_Artificial_Intelligence_for_Business_Intelligence_A_Case_Study_on_Transforming_Data-Driven_Decision-Making**

Catalogue prepared by	Faculty School of Management – PG- Dr P.Sudarkodi
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: MBA4001	**Course name: Business Statistics** **Course type: Program Core**	L- T - P- C	3	1	0	4
Version No.						
Course Pre-requisites	NIL					
Anti-requisites	NIL					
Course Description	Business statistics course helps students to analyze and interpret data, which aids them in managerial decision-making. The course contains descriptive statistics, probability and probability distributions and tests of hypotheses. The course is analytical in nature and enables the students to apply various statistical tools to solve business problems effectively.					

Course Out Comes

CO1	Describe the data using descriptive statistics	Understand
CO2	Solve business related problems involving probabilities	Apply
CO3	Solve business related problems using probability distributions	Apply
CO4	Test hypotheses using relevant testing procedures.	Analyse

<table>
<tr><td>Course objective</td><td colspan="4">The course aims at SKILL DEVELOPMENT with experiential problem-solving activities.</td></tr>
<tr><td>Course Content:</td><td colspan="4"></td></tr>
<tr><td>Module 1</td><td>Measures of Location and Variation</td><td>Experiential learning</td><td>Quiz</td><td>12L+4T</td></tr>
<tr><td colspan="5">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).</td></tr>
<tr><td>Module 2</td><td>Correlation, Regression and Probability</td><td>Experiential learning</td><td>Mini Project</td><td>12L+4T</td></tr>
<tr><td colspan="5">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.</td></tr>
<tr><td>Module 3</td><td>Random Variable and Probability Distributions</td><td>Experiential learning</td><td>Problem Solving</td><td>14L+4T</td></tr>
<tr><td colspan="5">Random variable – Discrete and Continuous random variable. Expected value and variance of a discrete random variable. Covariance, Portfolio expected return and portfolio risk. 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.</td></tr>
<tr><td>Module 4</td><td>Introduction to Testing of Hypothesis</td><td>Experiential learning</td><td>Problem Solving</td><td>7L+3T</td></tr>
<tr><td colspan="5">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.</td></tr>
<tr><td colspan="5">Targeted Application & Tools that can be used: Microsoft Excel</td></tr>
<tr><td colspan="5">Reference books</td></tr>
</table>

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.

Reference books:

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:

E- resources

1.https://datahub.io/core/oil-prices#resource-brent-daily

2. https://datahub.io/core/bond-yields-us-10y#resource-bond-yields-us-10y_zip

3. https://datahub.io/core/finance-vix#resource-vix-daily

Catalogue prepared by	Dr. Jayakrishna Udupa H School of Management – PG
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: MBA4004	**Course name: Managerial Economics** **Course type:** School Core	L- T - P- C	3	0	0	3
Version No.	1.0					
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.					

<table>
<tr><td>Course Out Comes</td><td colspan="4">CO1: Understand the principles of managerial economics and the economic behavior demand and supply of individuals in the market. (Understand)
CO2: Apply production and cost relationships to recommend strategies in business decision-making for efficiency and profitability (Apply)
CO3: Analyze pricing and output decisions across different market structures, considering risks, uncertainties, and government interventions (Analyze)
CO4: Evaluate economic growth, consumption, savings, and the impact of fiscal and monetary instruments to formulate judgments on their effectiveness in addressing contemporary macroeconomic challenges (Evaluate)</td></tr>
<tr><td>Course objective</td><td colspan="4">This course is designed to improve the learners' EMPLOYABILITY SKILLS by using PARTICIPATIVE LEARNING techniques</td></tr>
<tr><td>Course Content:</td><td colspan="4"></td></tr>
<tr><td>Module 1</td><td>Introduction to Managerial Economics and Consumption Decision</td><td>Assignment 1: Participatory Learning from research paper</td><td>Assessment 1 – Case Study</td><td>12 Sessions</td></tr>
<tr><td colspan="5">Nature, scope, and significance of managerial economics in decision-making. Relationship of managerial economics with microeconomics, macroeconomics, and functional areas of management, Role of managerial economics in modern business strategy, Factors of production and circular flow of economy, Fundamental economic concepts: scarcity, choice, opportunity cost, marginal analysis, PPF. 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. Supply Analysis: Law of Supply – Price elasticity of supply Price Equilibrium.</td></tr>
<tr><td>Module 2</td><td>Theory of Production and Costs</td><td>Assignment 2: Participatory learning from E Library resource</td><td>Assessment 2 – Quiz</td><td>8 Sessions</td></tr>
<tr><td colspan="5">Defining production- The production function: short vs long run – Average, marginal and total product, Three stages of production- concept of isoquant. Defining costs and various cost concepts – Fixed and variable costs - Average, marginal and total costs, equation, schedule and diagram – Cost curves and their shapes in short and long runs, Economies and diseconomies of scale at firm level, Applications of cost analysis in managerial decision-making (Break-even analysis).</td></tr>
<tr><td>Module 3</td><td>Market Structure and</td><td>Assignment 3: Participatory</td><td>Assessment 3- Mini Project on</td><td>10 Sessions</td></tr>
</table>

	Price -output Decisions	Learning and teamwork	varied sectors and report writing	
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.				
Module 4	Macroeconomics Concepts & Fiscal and Monetary policy	Assignment 4: Participatory Learning	Assessment 4 – Case Study – Macro scenario Analysis	15 Sessions
Macroeconomic issues and concepts –The Circular flow of income in different sectors of economy, concepts and measurement of National Income, Business Cycle Indicators, Say's law, Keynesian theory of income determination (MPC, MPS). Aggregate Supply-Aggregate demand- The multiplier. Objectives and instruments of fiscal and monetary policy. The union budget process, Functions of Central Bank, Inflation & Deflation: meaning, Types - Consumer Price Index – Wholesale Price Index – impact on purchasing power and economic stability.				
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, elasticity measurement, break-even analysis, cost-volume-profit analysis, decision trees, and elasticity measurement. Software / Tools – Excel for data analysis for mini projects Business Reports & Presentations – Students prepare decision-focused reports analyzing cost structures, pricing policies, or market entry strategies.				
Text Books: T1: Kaur, S., & McEachern, W. A. (2022). *Microeconomics: A South Asian perspective*. Cengage Learning T2: Kaur, S., & McEachern, W. A. (2018). *Macroeconomics: A South Asian perspective*. Cengage Learning				
Reference books: R1: Salvatore, D., & Rastogi, K. R. (2020). *Managerial economics: Principles and worldwide applications* (9th Indian ed.). Oxford University Press. R2: Mankiw, N. G., & Taylor, M. P. (2023). *Macroeconomics*. Cengage Learning.				
Catalogue prepared by	Dr. Bipasha Maity			
Recommended by the Board of Studies on				
Date of Approval by the Academic Council				

<table>
<tr><td rowspan="2">Course Code:
MBA4005</td><td rowspan="2">Course Title: Production Operations and Logistics Management</td><td>L</td><td>T</td><td>P</td><td>C</td></tr>
<tr><td>2</td><td>1</td><td>0</td><td>3</td></tr>
<tr><td>Version No.</td><td colspan="5">2.0</td></tr>
<tr><td>Course Pre-requisites</td><td colspan="5">Nil</td></tr>
<tr><td>Anti-requisites</td><td colspan="5">Nil</td></tr>
<tr><td>Course Description</td><td colspan="5">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.</td></tr>
<tr><td>Course Objective</td><td colspan="5">This course is designed for SKILL DEVELOPMENT of the learner by using PROBLEM SOLVING techniques.</td></tr>
<tr><td>Course Out Comes</td><td colspan="5">Upon completing this course, students will be able to:
1. Analyze production and logistics challenges using key operational theories.
2. Evaluate supply chain performance with industry-specific metrics.
3. Develop efficient logistics solutions that optimize cost and resources.
4. Apply problem-solving strategies to improve production workflows.</td></tr>
<tr><td>Course Content:</td><td colspan="5"></td></tr>
<tr><td>Module 1</td><td colspan="2">Introduction to Production Operations</td><td colspan="2">Assessment 1 - Quiz</td><td>11 Hours</td></tr>
<tr><td colspan="6">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.</td></tr>
<tr><td>Module 2</td><td colspan="2">Supply Chain and Inventory Management</td><td colspan="2">Assessment 2 – Case Study</td><td>11 Hours</td></tr>
<tr><td colspan="6">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).</td></tr>
</table>

<table>
<tr><td colspan="5">- Lean & Agile Supply Chains – Strategies for minimizing waste and improving responsiveness.
- Supply Chain Risk Management – Handling disruptions and building resilient networks.</td></tr>
<tr><td>Module 3</td><td>Logistics and Distribution Strategies</td><td></td><td>Assessment 3 – Case Analysis</td><td>11 Hours</td></tr>
<tr><td colspan="5">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.</td></tr>
<tr><td>Module 4</td><td>Optimization in Production and Logistics</td><td></td><td>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.</td><td>12 Hours</td></tr>
<tr><td colspan="5">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.</td></tr>
<tr><td colspan="5">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</td></tr>
<tr><td colspan="5">Project work/Assignment: Mention the Type of Project /Assignment proposed for this course</td></tr>
<tr><td colspan="5">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.</td></tr>
<tr><td colspan="5">Text Book: Chopra, S., & Meindl, P. (2021). Supply Chain Management: Strategy, Planning, and Operations. Pearson.</td></tr>
</table>

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 6th June 2025
Date of Approval by the Academic Council	26th Academic Council Meeting held on 25th July 2025

Course Code: ENG4002	Applied English Communication	**L- T- P- C**	1	2	3
Version No.	1.0				
Course Pre-requisites	NIL				
Anti-requisites	**NIL**				
Course Description	The course prioritizes communication skills through LSRW across four modules. Students develop fluency in different scenarios via interactive role-plays and peer discussions, covering communication basics, active listening, everyday professional speaking, and presentation skills. The curriculum builds in English Language communication.				
Course Out Come	On successful completion of the course the students shall be able to: 1. Interpret communication barriers for effective strategies in professional contexts. 2. Practice communication by critiquing and justifying responses. 3. Employ communication strategies. 4. Prepare structured presentations. 5. Analyze integrated communication skills through simulated professional scenarios.				
Course Content: Theory					
Module 1	**Overcoming Communication Barriers**	**Assignment**	**Barrier Hunt (Case-Study/ Real-life situations)**		**4 sessions**
Topics: • Identifying Listening Barriers • Practicing Active Listening using Case Studies. • Confirming Understanding in Discussions • Breaking Noise and Distraction Barriers					

(Focus: Listening and Speaking)

Module 2	**Building Response Competence**	**Assignment**	**Justification Debate**	**4 sessions**

Topics:

- Paraphrasing Key Messages
- Summarizing Complex Inputs
- Crafting Emotionally Appropriate Replies
- Justifying Response Choices

(Focus: Speaking and Reading)

Module 3	**Everyday Business Speaking**	**Assignment**	**Style Switch Exercise**	**4 sessions**

Topics:

- Developing Situational Strategies
- Adapting Message Styles
- Reading Audience Cues

(Focus: Reading, Writing, and Speaking)

Module 4	**Mastering Presentations**	**Assignment**	**Presentation/Team Talks/Q&A Simulation**	**4 sessions**

Topics**:**

- Structuring Oral Deliveries
- Engaging Audiences Effectively
- Handling Spontaneous Questions
- Summarizing Presentation Insights

(LSRW Integrated)

Course Content: Tutorial Sessions

Module 1	**Overcoming Communication Barriers**	**3 sessions**

- Breaking Noise and Distraction Barriers
- Practicing Active Listening using Case Studies.

Module 2	**Building Response Competence**	**3 sessions**

- Paraphrasing Key Messages
- Crafting Emotionally Appropriate Replies

Module 3	**Everyday Business Speaking**	**3 sessions**

• Developing Situational Strategies • Reading Audience Cues		
Module 4	**Mastering Presentations**	**3 sessions**
• Structuring Oral Deliveries • Engaging Audiences Effectively		
Course Content: Practical Sessions		
Module 1	**Overcoming Communication Barriers**	**8 sessions**
1. Barrier Hunt- Identifying Listening Barriers 2. Confirming Understanding 3. Breaking Noise and Distraction Barriers		
Module 2	**Building Response Competence**	**8 sessions**
4. Story Circle- Response Simulation 5. Paraphrasing Key Messages 6. Crafting Emotionally Appropriate Replies 7. Justifying Response Debate		
Module 3	**Everyday Business Speaking**	**8 sessions**
8. Developing Strategies 9. Style Switch- Adapting Message Styles 10. Audience Cues 11. Role-play		
Module 4	**Mastering Presentations**	**8 sessions**
12. Presentations 13. Presentations 14. Q & A Simulation 15. Engaging Audience Effectively.		
Targeted Application & Tools that can be used: Microsoft Word, Google Docs, Microsoft Powerpoint, ChatGPT, Grammarly, Quillbot, ProWritingAid, LanguageTool.		
Project work/Assignment:		

1. Barrier identification from audio clips
2. Justification Debate
3. Style Switch Exercise
4. Presentation/Team Talks/Q&A Simulation
5. Case Study Analysis

References

1. Keyton, JoAnn. *Communication and Organizational Culture: A Key to Understanding Work Experiences*. 3rd ed., Sage Publications, 2011. (Module 2)
2. Adler, Ronald B., and Jeanne Marquardt Elmhorst. *Communicating at Work: Strategies for Success in Business and the Professions*. 12th ed., McGraw-Hill Education, 2020. (Module 3)
3. Bovee, Courtland L., and John V. Thill. *Business Communication Essentials*. 9th ed., Pearson India, 2022. (Module 4)
4. Wolvin, Andrew D., and Carolyn Coakley. *Listening*. 8th ed., McGraw-Hill, 1995. (Module 1)

Topics Relevant to "employability": Communication, Reasoning, Active Listening, Barriers to Communication, Presentation Skills.

Topics Relevant to "Human Values and Professional Ethics": Reasoning.

Catalogue prepared by	Dr. Shivani S.
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: MBA4003	**Course name: Human Behavior in Organizations** **Course type : PC**	L- T - P-C	3	0	0	3
Version No.	3.0					
Course Pre-requisites	A Bachelor's degree in any discipline and basic awareness of Human behavior.					
Anti-requisites	**Nil**					
Course Description	This course examines the impact of individual, team, and organizational factors on workplace behavior and performance. Tailored for MBA students, it integrates foundational theories with practical applications to develop key competencies in motivation, perception, leadership, communication, decision-making, and change management. Through case analyses, interactive discussions, and applied projects, students gain actionable insights into managing people, enhancing collaboration, and					

	leveraging behavioral principles to address complex business challenges. The course equips future leaders with the knowledge and skills to navigate organizational dynamics effectively, drive meaningful change, and create strategic value with empathy and professionalism.			
Course Out Comes	On completion of this course, the student will be able to: **CO1: Understand** the fundamental concepts of individual and group behavior within organizations, including motivation, perception, and attitude formation, and their influence on workplace outcomes. **CO2: Apply** behavioral theories and frameworks to analyze workplace situations and recommend effective strategies for enhancing team dynamics, communication, and leadership effectiveness. **CO3: Analyze** behavioral challenges in organizational settings by integrating concepts related to decision-making, conflict resolution, and change management to develop informed managerial insights. **CO4: Evaluate** organizational practices and culture through case-based assessments to determine their impact on employee performance, readiness for change, and overall organizational effectiveness.			
Course objective	This course is designed to improve the learners' **EMPLOYABILITY SKILLS** by using **PARTICIPATIVE LEARNING** techniques			
Course Content:				
Module 1	Introduction to Human Behavior in Organization (OB)		Assessment 1 - Quiz	9 sessions
Importance, Nature and scope of Organization Behavior, Managers' Roles & Skills, Discipline that contribute to OB.; Challenges and Opportunities of OB - Workforce Diversity, Inclusion, Benefits and Challenges of DEI, Managing Virtual Workforce, Ethical Behaviors in organizations, Workplace Happiness.				
Module 2	Individual Behaviours-Perceptions, Attitudes Personality & Learning		Assessment 2 – Case Analysis	12 sessions
Perception: Meaning, Factors affecting Perceptions, Perception process & errors. Attitudes – Definition, Components of attitudes, Dual Continuum, Characteristics of attitudes. **Personality**: Meaning, its Determinants, Theories - The Myers-Briggs Type Indicator, The Big Five Personality Model. **Learning Theories**: Classical & Operant conditioning, Social Learning theories. (Application)				
Module 3	Motivation Concepts and its Applications		Assessment 3 – Group	12 sessions

			Presentation/ Assignment	
Motivation: Meaning, Motivation process, Needs, Drives & incentives for motivation. Classic & Contemporary Theories of Motivation: Hierarchy of Needs Theory, Herzberg's Two-Factor Theory, McClelland's Theory of Needs, Expectancy theory, Extrinsic & Intrinsic Rewards to Motivate Employees. Applications of Motivation in Organizational Behavior: Meaning of Job design, job enrichment & Employee empowerment. (Analyze)				
Module 4	Group Behaviour and Leadership		Assessment 4 – Mini Project/Team Building Activity	12 sessions
Group Behavior: Definition of 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, Blake and Mouton's Managerial Grid Theory, Situational Theory, Leadership Styles: Charismatic leadership, Transactional and Transformational leadership, Servant Leadership, Meaning: Organization Development and Organization Change, Role of change agent, Lewin's three-step model **(Evaluate).**				
Targeted Application & Tools that can be used: Role Plays, Psychometric tests and analysis, personality tests, Leadership quizzes, Team Building games.				
Text Book: T1- Robbins, S. P., & Judge, T. A. (2025). Organizational behavior (19th ed.). Pearson Education. **Reference books** • 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.				
Catalogue prepared by	Dr.A.ABIRAMI School of Management – PG			
Recommended by the Board of Studies on				
Date of Approval by the Academic Council				

Course Code: MBA4002	Course Name: Financial Accounting and Reporting	L-T-P-C	3	1	0	4
Version No.	1.0					
Course Pre-requisites	Nil					
Anti-requisites	NIL					
Course Description	This course provides comprehensive knowledge of financial accounting, corporate reporting, financial analytics, budgeting, and contemporary accounting practices using digital tools and technologies. It emphasizes practical application through Excel-based problem solving, annual report analysis, budgeting techniques, cloud accounting, AI-driven accounting systems, and sustainability reporting for effective managerial decision-making					
Course Outcomes	**CO1:** Understand accounting foundations, GAAP, IND-AS/IFRS, ethics, depreciation, accounting entries, trial balance, BRS, Tally Prime, and Google Sheets **(Understanding)** **CO2:** Apply financial reporting principles to prepare statements and analyze annual reports for corporate decisions. **(Applying)** **CO3:** Analyse financial statements using ratio analysis, DuPont analysis, and forecasting for business intelligence and decision-making. **(Analyzing)** **CO4:** Apply strategic cost and budgetary techniques to prepare budgets and support managerial financial decision-making. **(Applying)** **CO5:** Analyze contemporary accounting practices using digital systems, AI, sustainability reporting, and startup budgeting techniques effectively. **(Analyzing)**					
Course Objectives:	This course is aimed at **Skill Development**, in Financial Accounting and Reporting, by using **Participative Learning** activities.					
Module 1	**Foundations of Financial & Digital Accounting**	Lecture Method	Understand	13 Sessions		
Introduction to Accounting, Branches of Accounting, Generally Accepted Accounting Principles, Accounting Entries, Accounting equation, Recording and processing of financial transactions, Preparation of Trial Balance, Introduction to IND-AS and IFRS, Accounting ethics and transparency, BRS, Depreciation Accounting– Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method, (Use the excel sheet for problem solving). Practical Problem:- Accounting Entries, Ledger, Trial Balance, BRS, Depreciation, **Tally Prime overview/demo, Google Sheets for accounting**						
Module 2	**Corporate Financial Reporting & Disclosure**	Participative Learning	Apply	13 Sessions		
Financial Statements, its components, Preparation of Corporate Financial Statements (IND-AS-1) - Statement of Profit and Loss, and Balance sheet with basic adjustments, Notes to Accounts, Statement of changes in equity, Statement of Cash Flow by indirect method (IND-AS-7). Annual Report Analysis, Practical Problem:- Statement of Profit and Loss, and Balance sheet with basic adjustments, Notes to Accounts, Cash Flow						

Statement, Analysis of listed company annual reports, Preparation of financial statements using Excel				
Module 3	**Financial Analytics & Business Intelligence**	Group Discussion	Analyze	11 Sessions
Horizontal and Vertical Analysis of Balance sheet and income statement, Ratio analysis- Liquidity, Profitability, Solvency, Turnover and Market test ratios, DuPont Analysis, Financial forecasting, Business analytics in accounting (Use the excel sheet for problem solving). Practical Problem:- Analysis of Balance sheet and income statement, Common Size, Trend and Comparative Analysis, Excel ratio analysis automation, Financial forecasting models.				
Module 4	**Strategic Cost & Budgetary Management**	Skill based Learning	Apply	13 Sessions
Cost and its classification, budgetary control- preparation of Cash budget and Flexible budget, Zero-Based Budgeting, Performance Budgeting, Budgeting for startups, Practical Problem:- Cash budget and Flexible budget, Budget preparation in Excel.				
Module 5	**Contemporary issues in Accounting**	Experiential Learning	Mini Project	10 Sessions
Digital Accounting Systems, Cloud Accounting concepts, AI and Automation in Accounting, Integrated Reporting, Sustainability reporting basics, Segment reporting. Budgeting for startups.				
Targeted Application & Tools that can be used: This course equips MBA students with practical knowledge and skills required for careers as financial analyst, Accounts officer, credit risk analyst, corporate accounting analyst. **Microsoft Excel:** Financial statement analysis, Ratio analysis, Cash flow forecasting, Credit scoring models, Sensitivity and scenario analysis **Microsoft Power BI:** Growth analysis, Data visualization **Tableau:** Presenting accounting and financial insights				
Textbook (T1) 1. Weygandt, J. J., Kimmel, P. D., & Mitchell, J. E. (2024). Accounting principles (15th ed.). Wiley. ISBN-13: 978-1-394-24349-5 **Reference Books** 1. Dhamija, S. (2023). Financial accounting for managers (4th ed.). Pearson India. https://link.ebrpl.com/portal/2On1dr-Vbrg 2. Atrill, P., & McLaney, E. J. (n.d.). Accounting and finance for non-specialists (11th ed.). Pearson.				
Catalogue prepared by	Dr. Pramod Kumar Pandey			
Recommended by the Board of Studies on	BOS NO:			
Date of Approval by the Academic Council				

<table>
<tr><td>Course Code: MBA4006</td><td colspan="3">Course Name: Marketing Managemen - Theories and Practices
Course Type: Theory</td><td>L - T - P - C</td><td>3</td><td>0</td><td>0</td><td>3</td></tr>
<tr><td>Version No.</td><td colspan="7">1.0</td></tr>
<tr><td>Course pre-requisites</td><td colspan="7">Nil</td></tr>
<tr><td>Anti-requisites</td><td colspan="7">Nil</td></tr>
<tr><td>Course Description</td><td colspan="7">This course introduces students to the principles and practices of contemporary marketing management. It focuses on understanding customer needs, creating customer value, developing marketing strategies, and making decisions related to product, pricing, distribution, and promotion. The course integrates traditional marketing concepts with emerging trends such as digital marketing, customer experience management, and technology-enabled marketing. Through case studies, projects, and participative learning activities, students will develop analytical and managerial skills required to address real-world marketing challenges. On completion o this course students would have acquired the capacity to critically think, identify marketing issues, draft marketing plans, draw data-driven decisions.</td></tr>
<tr><td>Course Out Comes</td><td colspan="7">On successful completion of the course the students shall be able to:
CO 1: Explain fundamental marketing concepts and consumer behaviour influencing marketing decisions. (Understanding)
CO 2: Develop product and branding strategies for competitive advantage. (Applying)
CO 3: Analyze pricing and distribution decisions in diverse market contexts. (Analyzing)
CO 4: Evaluate integrated marketing communication campaigns using traditional and digital media. (Evaluating)</td></tr>
<tr><td>Course objective</td><td colspan="7">This course is aimed at SKILL DEVELOPMENT, in Marketing Management, by using PARTICIPATIVE LEARNING activities.</td></tr>
<tr><td>Course Content:</td><td colspan="7"></td></tr>
<tr><td>Module 1</td><td colspan="2">Concepts of Marketing</td><td>Case Study (Participative Learning)</td><td colspan="2">Assessment 1 – Quiz</td><td>12 Sessions</td></tr>
<tr><td colspan="8">Topics: Concept of Marketing, Needs, Wants and Demand, Nature & Importance of Marketing, 5 Philosophies of Marketing Management, Green Marketing. 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. Customer Value & Satisfaction, Customer Lifetime value, Relationship Marketing.</td></tr>
<tr><td>Module 2</td><td colspan="2">Product</td><td>Presentation (Participative Learning)</td><td colspan="2">Assessment 2 – Assignment</td><td>11 Sessions</td></tr>
</table>

Topics: Product – Meaning, Product Mix – Product Line, Length and Depth, Produc Line Analysis & Decisions, Product Innovation, New Product Development - Product Life Cycle (PLC) – PLC Strategies, Product vs. Brand, Benefits of Branding, Brand Positioning, Brand Equity, Fifth 'P' - Packaging and Labelling.				
Module 3	**Price & Place**	Case study (Participative Learning)	Assessment 3 – Case Analysis	11 Sessions
Topics: Pricing – Importance of Pricing, Setting the Price, Pricing Objectives, and Steps in Pricing, Types of Pricing – Dynamic Pricing, Psychological 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. Omnichannel Marketing, E-Commerce Distribution, Organized Retail.				
Module 4	**Promotion & Technology-Enabled Marketing**	Group Discussion (Participative Learning)	Assessment 4 – Mini Project	11 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 Marketing, social media - Steps in Promotional Planning - Media Planning, Budgeting, Ad Campaign development. Managing consumer journey & experiences using technology – concepts & use cases, AI in Marketing, CRM, Marketing Automation, Marketing Metrics & Analytics.				
Targeted Application & Tools that can be used: Canva, Google Forms, ChatGPT, Gemini, Claude, Meta Business Suite, Google Trends, HubSpot CRM & all social media Platforms (Instagram, Facebook, LinkedIn, X, YouTube)				
Reference books **Text Book** **T1:** Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2020). Marketing Management: A South Asian Perspective (15th ed.). Pearson Education. **References** **R1**: Aaker, D. A., & Moorman, C. (2023). Strategic Market Management (12th ed.). Wiley. **R2:** Kotler, P., Kartajaya, H., & Setiawan, I. (2021). Marketing 5.0: Technology for Humanity. Wiley.				
Catalogue prepared by	Dr. Chithambar Gupta V School of Management			
Recommended by the Board of Studies on	BOS NO:			
Date of Approval by the Academic Council	27th Academic Council Meeting held on			

Semester 2:

<table>
<tr><td>Course Code: MBA4008</td><td colspan="3">Course name: Business Research Methods
Course type: Program Core</td><td>L- T - P- C</td><td>3</td><td>0</td><td>0</td><td>3</td></tr>
<tr><td>Version No.</td><td colspan="8"></td></tr>
<tr><td>Course Pre-requisites</td><td colspan="8">Business Statistics</td></tr>
<tr><td>Anti-requisites</td><td colspan="8">Nil</td></tr>
<tr><td>Course Description</td><td colspan="8">Business Research Methods provides the theoretical and practical base for a straightforward research project such as a term paper in any of the elective courses. It consists of modules, which cover the fundamentals of the research proposal, literature review, and qualitative and quantitative methods. The course first emphasizes the research process and the importance of the literature review. It then focuses upon the appropriateness of specific research methods, sources of business information, methods of data capture, questionnaire design, types of sampling, introduction to qualitative methods of research, preparation of project proposal. Elements of statistical inference, hypothesis testing, introduction to multivariate statistics, parametric & non- parametric tests. Students are encouraged to critically evaluate different strategies and methods by identifying both the strengths and weaknesses of qualitative and quantitative methods.</td></tr>
<tr><td>Course Out Comes</td><td colspan="8"><table>
<tr><td>CO1</td><td>Apply the relevant business research methods for solving business research problems.</td><td>Apply</td></tr>
<tr><td>CO2</td><td>Use appropriate data collection methods to carry out business research.</td><td>Apply</td></tr>
<tr><td>CO3</td><td>Employ suitable measurement techniques and sampling designs to elicit data.</td><td>Apply</td></tr>
<tr><td>CO4</td><td>Analyse the data using appropriate statistical tools.</td><td>Analyse</td></tr>
</table></td></tr>
<tr><td>Course objective</td><td colspan="8">The course aims at SKILL DEVELOPMENT with experiential problem-solving activities.</td></tr>
<tr><td>Course Content:</td><td colspan="8"></td></tr>
<tr><td>Module 1</td><td colspan="2">Introduction to Business Research Methods</td><td>Experiential learning</td><td colspan="2">Review of Literature</td><td colspan="2">12 hours</td></tr>
<tr><td colspan="9">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.</td></tr>
</table>

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**	**Experiential learning**	**Quiz**	**12 hours**
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.				
Module 3	**Measurement Concepts, Questionnaire design and Sampling**	**Experiential learning**	**Mini Project**	**12 hours**
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 scale. Questionnaire design – Basic considerations – wording questions – guidelines for constructing questions – questionnaire layout. 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 methods.				
Module 4	**Hypothesis Testing, Data Analysis and report writing**	**Experiential learning**	**Problem solving**	**9 hours**
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: Microsoft Excel				
Reference books **Text Book(s):** **T 1: Zikmund, W. G., Babin, B, J., Carr, J.C. & Griffin, M. Business Research Methods**: A South Asian Perspective. Delhi: Cengage Learning. 2019 **Reference Book(s):** **R 1: Anderson, Sweeney, Williams, Camm and Cochran.** Statistics for Business and Economics. Delhi: Cengage **R2: Naresh K Malhotra and Satyabhushan Das.** Marketing Research – An Applied Orientation, 7th edition, Pearson.2025				
Catalogue prepared by	Dr. Jayakrishna Udupa H School of Management – PG			

Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: MBA4010	Course Name: Digital Marketing Course Type: Theory	L - T - P - C	2	1	0	3
Version No.	1.0					
Course pre-requisites	Marketing Management					
Anti-requisites	**Nil**					
Course Description	This course provides a hands-on introduction to the field of digital marketing. Students will learn to build digital infrastructure (web and social), plan and implement paid and owned media strategies, and apply contemporary tools like Search Engine, mobile, email, and AI-based marketing. Designed with a progressive structure, learners begin by creating a brand website, then enhance discoverability using SEO, SEM and organic tools, followed by campaign execution via paid media and finally, integrating cutting-edge direct and AI-led marketing innovations.					
Course Out Comes	**On successful completion of the course the students shall be able to:** **CO 1: Apply** Digital Marketing core concepts, significance of digital presence, digital tools, platforms and best practices. (Applying) **CO 2: Apply** SEO and content strategies to enhance online discoverability. (Applying) **CO 3: Analyze** different paid media platforms and cross-channel ad campaigns. (Analyzing) **CO 4: Create** mobile, email, affiliate campaigns using AI-based tools as unified marketing strategy. (Creating)					
Course objective	This course is aimed at **SKILL DEVELOPMENT**, in Digital Marketing, by using **PARTICIPATIVE LEARNING** activities.					
Course Content:						
Module 1	**Fundamentals of Digital Marketing**	Assignment (Participative Learning)	Case Study	**12 Sessions (8L + 4T)**		

Topics: Introduction to Digital Marketing-Traditional Vs Digital Marketing, Digital Marketing Framework, Inbound, Outbound and Interactive Digital Marketing. SEO Fundamentals: Importance of Search Engine, Keyword Research & Planning, Keyword Research Tools, Types of Keywords and match types, SEO Classification - On-page, Off-page, Technical SEO, Link Building, Crawling, Indexing. Page Ranking - Page Rank Algorithm, Search Behavior, Search Engine Result Page (SERP), Persona Building, Key Performance Indicators, Introduction to Wordpress and its applications				
Module 2	**Search Engine Marketing (SEM) and DDA**	Assignment (Participative Learning)	Article	**11 Sessions (8L + 3T)**
Topics: Introduction to Search Engine Marketing (SEM), Pay per Click (PPC) – Key Concepts, Benefits, Goals, and Google Ad Words ranking formula, Cookies – Legal Aspects, CTA, Google Display Network (GDN), Factors contributing quality score, PPC Process, SEO vs. SEM, Google Ad Words Account & Campaign, Types of Digital Display Ads - Search, Display and Video, Allocating Budgets, Types of Remarketing, Real Time Bidding , Ad Scheduling.				
Module 3	**Social Media Marketing**	Assignment using E Library (Participative Learning)	Analyze and evaluate a brand's organic and paid digital strategies.	**11 Sessions (8L + 3T)**
Topics: Social Media Marketing – Introduction, Classification of Social Media Tools, Importance, Media Types and three key players, Social Media Channels and Tactics - (Whatsapp, Facebook, Instagram, LinkedIn, X, YouTube), Create a Business Page / Company Page, Organic Reach Vs. Paid Advertisements, Social Media tactics, Plug-ins, Social Media Tools, Blogs, Social Media goals, Whatsapp Business, ORM (Online Reputation Management).				
Module 4	**AI-Driven Digital Marketing**	Project (Experiential Learning)	Design and execute a multi-platform campaign.	**11 Sessions (8L + 3T)**
Topics: AI in Marketing: ChatGPT Applications, Canva AI, Chatbots, Predictive Content, Personalization, Voice Assistants, Mobile Marketing – Types, Tools and Techniques, SMS- Push notifications - Email Marketing – Tools and Techniques, Introduction to Content Marketing, Influencer Marketing and Affiliate Marketing, AR/VR Marketing Trends, Final Campaign Showcase & Reflection.				
Targeted Application & Tools that can be used: Social Media Platforms - Facebook, Instagram, LinkedIn, Twitter, YouTube. Tools – Wordpress, Asharefs, Mailchimp, SEMrush, UberSuggest, Google Trends, ChatGPT, Gemini, Perplexity, Grok, Meta AI, Canva, Lumen 5, Copy.ai, CoPilot, Jasper				
Text Book: **T1:** Gupta, Seema. *Digital Marketing* (3rd Edition, 2022). McGraw Hill Education. ISBN: 9789355320483 **T2:** Bhatia, Puneet Singh. *Fundamentals of digital marketing (3rd ed.). Pearson. ISBN: 9789357054928*				

References **R1:** Sachdev, Raj. (2024). *Digital marketing*. McGraw Hill Education. ISBN: 9781264608690 **R2:** Chaffey, Dave, & Ellis-Chadwick, Fiona. (2022). *Digital marketing: Strategy, implementation and practice* (8th ed.). Pearson Education. ISBN: 9781292400969	
Catalogue prepared by	Dr. Chithambar Gupta V School of Management
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	27th Academic Council Meeting held on

Course Code: MBA4011	Course name: Corporate Finance Course type: Theory	L- T - P- C	2	1	0	3
Version No.	1.0					
Course Pre-requisites	Nil					
Anti-requisites	**Nil**					
Course Description	This course introduces the core concepts of corporate finance, focusing on financial decision-making related to investment, financing, and dividend policies. It develops analytical skills in time value of money, cost of capital, capital budgeting, capital structure, and working capital management using numerical problems and case studies. The course enables students to evaluate financial alternatives and make value-maximizing decisions in organizations.					
Course Out Comes	**1.** Explain objectives of finance, agency issues and time value of money. (**L2 Understanding)** **2.** Demonstrate the application of cost of capital concepts and EBIT–EPS analysis in making capital structure decisions. **(L3 Applying)** **3.** Analyze capital investment alternatives by applying capital budgeting techniques, including PBP, NPV, IRR, ARR, and PI, to assess project feasibility and make informed investment decisions **(L4 Analyzing)** **4.** Analyze working capital concepts and their role in maintaining organizational liquidity, and estimate working capital requirements for effective financial management **(L4 Analyzing)**					

Course objective	The course aims at **Skill Development** with respect to Corporate Finance with **Participative learning**.			
Course Content:				
Module 1	**Introduction to Finance and Time Value of Money**	**Assignment**	**Case study**	**10 Sessions**
(Definition and Scope of Finance, Financial Manager's role, Financial Goal: Profit Maximization Vs Wealth Maximization, Agency Problems: Managers' Vs Shareholders' Goal, Ethics in Finance, Time Value of Money Future Value of a single cash flow, Present value of a single cash flow, Present value of an annuity due, Present value of a perpetuity, Loan amortization schedule, Problems on each sub topics. Case Study				
Module 2	**Cost of Capital and capital structure planning**	**Assignment**	**Case study**	**13 Sessions**
Long-term sources of finance: Bonds, Debentures, Preference shares and Equity shares. Cost of Capital – Meaning, Capital Asset Pricing Model, Weighted Average Cost of Capital (WACC) Factors Determining Capital Structure, EBIT-EPS Analysis, Leverages - Operating Leverage, Financial Leverage, Combined Leverage; Concept and Significance of Dividend Decision, Forms of Dividends: Cash Dividend, Bonus Shares, Share Split, Reverse Split, Buyback of Shares.				
Module 3	**Capital Budgeting**	**Quiz**	**Case study**	**12 Sessions**
Meaning and nature, Process of capital budgeting, kinds of capital budgeting decisions, Cash flow for investment analysis, Evaluation Techniques - Pay Back Period, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index, NPV vs IRR, Reinvestment Assumption and Modified Internal Rate of Return (MIRR), NPV vs PI, Mutually Exclusive projects Case study.				
Module 4	**Working Capital Management**	**Presentation**	**Case study**	**10 Sessions**
Working Capital Management – Concepts, Kinds of working capital, Sources of Financing, Commercial Paper, Letter of Credit, Bill Discounting, Factoring, Factors determining working capital, Working capital policies – Conservative, Moderate, Aggressive. Working Capital Estimation.				
Targeted Application & Tools that can be used: This course equips students with essential corporate finance concepts that are highly relevant for careers such as **Financial Analyst**, **Corporate Finance Executive**, and **Cash/Treasury Manager**. Students gain practical exposure to financial decision-making processes, including loan EMI calculations, debt–equity mix evaluation, capital budgeting, and cost of capital estimation. To enhance analytical and decision-making skills, students can utilize tools such as **MS Excel** for financial modelling, EMI computation, ratio analysis, and capital structure evaluation, while **Power BI** can be used for financial data visualization, dashboard creation, and performance analysis. These tools enrich learning by enabling students to apply theoretical concepts to real-world financial scenarios				

Text books: T1: Pandey, I. M. (2025). Financial management (13th ed.). Pearson India Education Services. ISBN 978-9367134092. T2: Chandra, P. (2022). Financial management: Theory and practice (11th ed.). McGraw-Hill Education. ISBN 978-9355322203. **Reference Books:** R1: Damodaran, A. (2001). Corporate finance: Theory and practice (2nd ed.). John Wiley & Sons. R2: Brealey, R. A., Myers, S. C., Allen, F., & Edmans, A. (2023). Principles of corporate finance (14th ed.). McGraw-Hill Education. ISBN 9781265074159.

Catalogue prepared by	Dr. Anitha. S. Yadav, Professor. School of Management.
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: MBA4012	Course Title: Human Capital Management Type of Course: Program Core	L	T	P	C
		3	**0**	**0**	**3**
Version No.	3.0				
Course Pre-requisites	A Bachelor's degree in any discipline and basic awareness of Human behavior.				
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	On completion of this course, the student will be able to: **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 Test	12 Sessions
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. **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. (Blooms Level: Understand)				
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. **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. Jagdeep Singh
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code:	Course Title: Fundamentals of Business Analytics	L	T	P	C

<table>
<tr><td>MBA4013</td><td colspan="3">Type of Course: Program Core
Theory & Practical Course</td><td>1</td><td>0</td><td>2</td><td>2</td></tr>
<tr><td>Version No.</td><td colspan="7">1.0</td></tr>
<tr><td>Course Pre-requisites</td><td colspan="7">QNT4111AppliedBusinessStatistics</td></tr>
<tr><td>Anti-requisites</td><td colspan="7"></td></tr>
<tr><td>Course Description</td><td colspan="7">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.</td></tr>
<tr><td rowspan="3">Course Outcomes</td><td>CO1</td><td colspan="6">Explain the fundamentals, types, and lifecycle of Business Analytics</td></tr>
<tr><td>CO2</td><td colspan="6">Identify and classify business problems using appropriate analytics approaches</td></tr>
<tr><td>CO3</td><td colspan="6">Analyze business data using various types of analytics techniques</td></tr>
<tr><td>Course Objective</td><td colspan="7">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.</td></tr>
<tr><td>Module 1</td><td colspan="2">Introduction to Business Analytics</td><td colspan="3">Assignment using E Library (Participative Learning)</td><td>9 Hours(3 L +6 P)</td></tr>
<tr><td colspan="8">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</td></tr>
<tr><td>Module 2</td><td colspan="2">Data, Data Types, and Business Metrics</td><td colspan="3">Class Activity (Participative Learning)</td><td>9 Hours(3 L +6 P)</td></tr>
<tr><td colspan="8">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</td></tr>
<tr><td>Module 3</td><td colspan="2"></td><td colspan="2">Project (Experiential Learning)</td><td></td><td>9 Hours(3 L +6 P)</td></tr>
<tr><td colspan="8">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)</td></tr>
</table>

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: MBA4009	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.		

<table>
<tr><td></td><td colspan="4">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.</td></tr>
<tr><td>Course Objective:</td><td colspan="4">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.</td></tr>
<tr><td>Module 1</td><td>Introduction to Data Analysis and Spreadsheets</td><td>Lecture, Lab</td><td>Apply</td><td>15 hrs</td></tr>
<tr><td colspan="5">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.</td></tr>
<tr><td>Module 2</td><td>Formulae and Functions</td><td>Lecture, Lab</td><td>Analyze</td><td>15 hrs</td></tr>
<tr><td colspan="5">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.</td></tr>
<tr><td>Module 3</td><td>Data Visualization, Management and Analysis</td><td>Lecture, Lab</td><td>Evaluate</td><td>15 hrs</td></tr>
<tr><td colspan="5">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.</td></tr>
<tr><td>Module 4</td><td>Applying analytics to achieve Business impact</td><td>Lecture, Lab</td><td>Create</td><td>15 hrs</td></tr>
<tr><td colspan="5">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</td></tr>
<tr><td colspan="5">Targeted Application & Tools that can be used: Microsoft Excel</td></tr>
<tr><td colspan="5">Project work/Assignment:</td></tr>
<tr><td colspan="5">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.</td></tr>
</table>

- **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 by the Academic Council	26th Academic Council Meeting held on 25th July 2025

Course Code: PPS4010	**Course Title: Corporate Readiness Program – I**	L- T - P- C	0	0	2	0

	Type of Course: Practical Only Course					
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 behavioral, 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, behavioral 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 behaviors, 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 behavioral 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	Ms. Nirmal Kaur			
Recommended by the Board of Studies on				
Date of Approval by the Academic Council				

Course Code:	Course Title: Global Business Communication	**L**	**T**	**P**	**C**

ENG4001	Type of Course: Program Core	**2**	**0**	**2**	**3**
Version No.	1.0				
Course Pre-requisites	None				
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-centered 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.

<table>
<tr><td colspan="4">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.</td></tr>
<tr><td>Module 2</td><td>Strategic Listening and Writing for Business Impact</td><td>Assessment 2
Business Email, MoM</td><td>Apply
12 Sessions
(Theory and Practice included)</td></tr>
<tr><td colspan="4">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.</td></tr>
<tr><td>Module 3</td><td>Personal Brand Development</td><td>Assessment 3 – Personal Branding Portfolio</td><td>Apply
15 Sessions
(Theory and Practice included)</td></tr>
<tr><td colspan="4">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.</td></tr>
<tr><td>Module 4</td><td>Business Presentation</td><td>Assessment 4 - Elevator Pitch</td><td>Apply
18 Sessions
(Theory and Practice included)</td></tr>
<tr><td colspan="4">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.</td></tr>
<tr><td colspan="4">Targeted Application & Tools for usage
Grammarly, Ethical use of ChatGPT, and Microsoft Editor for AI-aided business writing</td></tr>
</table>

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 6th June 2025
Date of Approval by the Academic Council	26th Academic Council Meeting held on 25th July 2025

Semester 3:

Course Code: MBA4015	Course name: Business Law and Regulatory Compliance Type of Course Course type : Program Core	**L- T - P- C**	**3**	**0**	**0**	**3**
Version No.	2.0					
Course Pre-requisites	• Basic understanding of business and management functions, including marketing, finance, and operations. • Proficiency in English for reading and interpreting legal and regulatory documents. • General awareness of the Indian legal system and the roles of legislative, judicial, and regulatory bodies (recommended but not mandatory).					
Anti-requisites	**Nil**					

<table>
<tr><td>Course Description</td><td colspan="4">This course provides a comprehensive understanding of the Indian legal and regulatory framework governing business operations. It covers key business laws, including contract law, company law, consumer protection, intellectual property rights, and regulatory compliance requirements. Through case studies and practical applications, students will develop the ability to identify legal risks, ensure compliance, and align business practices with applicable legal and regulatory standards.</td></tr>
<tr><td>Course Out Comes</td><td colspan="4">CO1: Interpret the fundamental legal concepts related to the Indian Contract Law, the Sale of Goods Act in business settings.
CO2: Build the compliance requirements in the formation of a company as outlined in the Companies Act, 2013.
CO3: Analyze the relevant legal principles to protect the intellectual assets in business under Intellectual Property Rights (IPRs) in India.
CO4: Assess the provisions under Consumer Protection Act, 2019 to identify consumer rights, to resolve consumer disputes.</td></tr>
<tr><td>Course objective</td><td colspan="4">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.
☐ Evaluate current intellectual property issues and court decisions, and understand their impact on society and businesses.
☐ Interpret legal provisions and compliance obligations in business scenarios, and identify legal risks and implications of non-compliance.</td></tr>
<tr><td>Course Content:</td><td colspan="4"></td></tr>
<tr><td>Module 1</td><td>Introduction to the Indian Legal System and the Indian Contract Act, The Sale of Goods Act, 1930</td><td></td><td>Assessment 1 – MCQ Quiz on types of contracts, essentials, breach, and remedies.</td><td>Understand
15
Sessions</td></tr>
<tr><td colspan="5">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.
The Sale of Goods Act, 1930: 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.</td></tr>
</table>

Module 2	Companies Act - 2013		Assessment 2 – Project on Life Cycle of a Company (From Incorporation to Winding Up)	Understand 10 Sessions
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. **Vodafone case** – Dispute over the indirect transfer of Indian assets by a foreign entity.				
Module 3	Intellectual Property Rights (IPR)		Assessment 3 – Group Activity - Poster Designing 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, Geographical Indications (GIs), meaning and importance of GIs. 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- Case Analysis -Case Laws on Celebrity Endorsements.	Understand 10 Sessions
Introduction to Consumer Protection Act, 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.
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. (2026). Consumer protection law & practice. Taxmann Publications. 3. Bhandari, M. K. (2021). Law relating to intellectual property rights. Central Law Publications. 4. LexisNexis. (n.d.). Companies Act, 2013 (5th ed.). LexisNexis India.

Catalogue prepared by	Dr. A. ABIRAMI School of Management – UG
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: MBA4014	Course name: Business Strategy & Corporate Transformation Course type: PC	L- T - P- C	2	1	0	3
Version No.						
Course Pre-requisites	Management Concepts and Practices (MBAXXXXX) Micro economics for Managers / Managerial Economics (MBAXXXXX)					
Anti-requisites	**Nil**					
Course Description	In an era defined by rapid technological disruption and relentless market volatility, the traditional boundaries of corporate strategy are being redrawn. Business Strategy & Corporate Transformation moves beyond static planning to explore how organizations can proactively reinvent themselves to stay relevant and competitive. This course examines how leaders navigate the complex interplay of shifting global competition,					

	socio-political dynamics, and the constant emergence of breakthrough technologies. As a core pillar of Strategic Management, this course empowers students to move from conceptual understanding to executive action. It is designed to equip future leaders with the frameworks necessary to diagnose organizational health, design sustainable business models, and steer successful large-scale transformations.
Course Out Comes	Upon successful completion of the course, the students shall be able to: CO1: Define Business/Corporate Strategy and describe vision and mission statement of an organization (Comprehension) CO2: Identify various factors of competitive advantage (Analysis) CO3 Analyze various generic competitive strategies (Application)
Course objective	The course serves as an opportunity to develop skills for strategic thinking and analysis, leadership, communication, teamwork, and cross-functional integration. And to enhance **employability skills** through participative Learning
Course Content:	

Module 1				

Introduction to Strategic Management (7 Theory + 3 Tutorials)
Theory Sessions:
Definition and origin of Strategy, Basic Model of Strategic Management, Organization Vision and Mission Statement Formulation, Competitive Advantage of Corporate Philanthropy, Corporate Shared Value, Neurostrategy
Tutorials: Research Article Reviews, Video Reviews

1. https://www.youtube.com/watch?v=iuYlGRnC7J8
2. How Apple Creates it Competitive Advantage:https://www.youtube.com/watch?v=0Ne9llOiVpc
3. Put Purpose at the Core of Your Strategy: https://hbr.org/2019/09/put-purpose-at-the-core-of-your-strategy
4. Case Study: Aid for the Greyed: HelpAge India in Service
5. Case Study: Electolux

Module 2				

Environmental Scanning & Industry Analysis (8 Theory + 4 Tutorials)
Theory Sessions: Capabilities and Competencies, Value Chain Analysis: Primary and Secondary Activities; Internal and External environmental analysis: SWOT, PESTEL, VUCA, BEVUCA, Blue Ocean and Red Ocean Strategies.
Tutorials:

1. External Analysis: PESTEL Framework | Strategic Management https://www.youtube.com/watch?v=3UATm7dluY0
2. Examine Tesla's business through SWOT analysis https://www.youtube.com/watch?v=Dws0iwmF5ok
3. Quiz Assignment

4. Case Study: Indian Food Processing Industry
5. Case Study: Blue Ocean Strategy of Marvel

Module 3

Strategy Formulation (8 Theory + 4 Tutorials)
Theory Sessions: Generic Competitive Strategies – Cost Leadership, Differentiation, Risks of Generic Strategy; Corporate Strategy – A Manager's Guide; Business Strategy in Turbulent Environment; Design Thinking and Competitive Advantage.
Tutorials:

1. The Five Competitive Forces That Shape Strategy https://www.youtube.com/watch?v=mYF2_FBCvXw
2. The Business Strategies Behind Chick-fil-A, Costco, Starbucks and More | WSJ https://www.youtube.com/watch?v=fq6jDxJk1LM
3. Case Study: Navigating the Fog of India's Drone-as-a-Service Industry
4. Case Study:

Module 4

Competitive Strategy and Corporate Advantage (7 Theory + 4 Tutorials)
Theory Sessions: Competitive Strategy in emerging Industries – mobility barriers, coping with competition; Evolution of Global Industries; How to become a Sustainable Company; Balanced Score Card (BSC); Digital Strategy – SMAC; International Business Strategy – mode of entry in international business.
Tutorials:

1. Byjus- https://blog.ipleaders.in/case-study-byjus-recent-acquisition-byjus-build-ed-tech-empire/
2. Nokia- https://www.theverge.com/2016/5/25/11766540/microsoft-nokia-acquisition-costs - we can discuss on Meger & Acqusition
3. Ford- Lee Iacocca, America's Great Turnaround Artist - https://www.washingtonpost.com/business/2019/07/03/six-ways-lee-iacocca-transformed-auto-industry/

Targeted Application & Tools that can be used: N/A

TEXT BOOKS:

1. Bhandari & Verma: *Strategic Management - A Conceptual Framework*, McGraw Hill Higher Education, New Delhi, India.
2. Strategic Management Concepts and Cases: A Competitive Advantage Approach, Fred R. David Francis Marion University Florence, South Carolina, THIRTEENTH EDITION

Strategic Management CONCEPTS AND CASES, Fred R. David Francis Marion University Florence, South Carolina Prentice Hall

REFERENCE BOOKS:

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

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

2. *HBR'S 10 Must Reads on Strategy*. Harvard University Press, Boston, Massachusetts

Paul Leinwand; Cesare Mainardi. *Strategy that works*, Harvard University Press, Boston, Massachusetts

Catalogue prepared by	Faculty: Dr. Aurobindo Kiriyakere, Assistant Professor School of Management – PG (MBA Program)

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		Mock GD			**10 Sessions**	

	Group Discussion			
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	

Course Name: MBA8001	Summer Internship 0 0 0 4		LTPC
Course Code	MBAXXXX		
Credits	4	**Report**	70
Duration	2 Months	**Viva- Voce Marks**	30

Course Outcomes: At the end of the course students will be able to:

1. Utilize management theories and concepts in practical business environments to solve real-world problems.

2. Gain a comprehensive understanding of industry dynamics, market trends, and business practices.
3. Apply analytical tools and techniques to gather, interpret, and present data to support business decisions.
4. Exhibit leadership qualities and the ability to work collaboratively in teams to achieve organizational objectives.
5. Build professional networks and relationships that can support future career growth and opportunities.

Introduction

A summer internship is a pivotal part of the MBA curriculum, designed to bridge the gap between academic learning and practical application in the business world. It provides MBA students with an invaluable opportunity to immerse themselves in a professional environment, apply management theories to real-world challenges, and gain hands-on experience in their chosen fields.

During the internship, students work closely with industry professionals, exploring the nuances of functional areas such as marketing, finance, human resources, operations, or strategy. This exposure not only enhances their technical and managerial skills but also helps them develop critical soft skills like communication, teamwork, and leadership.

The summer internship serves as a platform for students to explore industry dynamics, understand organizational workflows, and tackle business problems with innovative solutions. It also allows them to build professional networks and gain clarity on their career aspirations, making it an essential step toward their professional growth and success.

Through structured mentorship and project-based learning, MBA students gain the confidence and competence to transition from academia to industry, becoming well-rounded professionals ready to make meaningful contributions to the corporate world.

- Summer Internship Project report structure
- Guidelines for preparing the Internship Report (IR)

The students need to adhere to the following key points whilst preparing the report:

Report should be submitted in Times New Roman font, with font size 12 for content and font size 14-16 for headings and sub headings. Spacing 1.5, Justify

1. The report shall be hard-bound facing sheet **(only white colour)**
2. Number of pages for the report must be between 30 to 40 only
3. Incorporate any specific rules regarding the IR Format and Content that the company requires, including any specified deadlines.
4. Prepare a title page
5. Write a table of contents
6. Include an acknowledgement section
7. Certificate from guide & company to be included
8. Provide company background information
9. Give details of your work responsibilities during the internship
10. Discuss the skills you learned and the experiences you had
11. Write a conclusion, mentioning various ongoing considerations
12. Reference should follow APA referencing.

Preparing the Internship Report: Specific Sections / pages

The students should note that Internship report should contain the following sections:

The Title Page

The first page will be the internship report introduction, and it should include the Project Title and the name of the company. It should also have your name, class and college and internship dates. This information will make it easier for the company staff to identify different reports.

The Table of Contents

The next page of internship project report should be a Table of Contents. This page will give readers a quick overview of everything you have included. It will also make the sections easy for readers to find.

The Acknowledgement

Begin the internship project report by thanking your advisors and the people at the company who helped you during the training period. You can also mention how they helped you and what you learned in particular from each person.

Introduction

Company Overview: Start with a brief introduction to the company where you interned, including its history, mission, vision, and core values. Mention the industry it operates in and its market position.

Role and Department: Describe your role and the department you were part of, including your title and primary responsibilities.

Internship Objectives

Personal Goals: Outline what you aimed to achieve during the internship. This could include specific skills you wanted to develop, knowledge you hoped to gain, or professional experiences you sought.

Assigned Objectives: Detail the goals set by the company for your internship. These might include project-specific objectives, performance targets, or learning outcomes.

Methodology

Tasks and Projects: Provide a detailed account of the tasks you were assigned and the projects you worked on. Include descriptions of your daily duties as well as any long-term assignments.

Tools and Techniques: Explain the tools, software, and methodologies you used to complete your tasks. Mention any specific training or resources provided by the company.

Key Findings and Contributions

Results and Achievements: Highlight your key accomplishments and the results of your projects. Use data and examples to illustrate your contributions to the organization.

Challenges and Solutions: Discuss any challenges you faced during the internship and how you overcame them. This demonstrates problem-solving skills and adaptability.

Skill Development

Technical Skills: Detail any technical skills you developed or improved upon, such as proficiency in specific software, data analysis techniques, or industry-specific tools.

Soft Skills: Reflect on the soft skills you gained, such as communication, teamwork, time management, and leadership.

Impact on Career Aspirations

Career Insights: Explain how the internship has influenced your career goals and aspirations. Mention any new interests or career paths you discovered during the internship.

Networking: Discuss the professional relationships you built and how they might benefit your future career.

Conclusion

Summarize your overall experience and reiterate the value of the internship in your academic and professional development. Express gratitude to those who supported you during the internship, including supervisors, colleagues, and mentors.

Appendices and References

Include any additional documents or materials that support your report, such as project deliverables, presentations, data charts, or references to relevant literature.

Internship Assessment components

Internship Component	Weightage	Time Period
Weekly Report	10%	Weekly
Professional Conduct and Feedback(By faculty)	10%	20th August
Industry Guide Assessment	20%	20th August
Final Report Content -10% Data Collection-10% Analysis and Discussion-10%	30%	Draft by 10th September with Plagiarism check Final Report by September 17th
Vice Voce Presentation -20% Q&A-10%	30%	TBA
Pass %		40 (If scored less than 40% , SI should be repeated post IV Semester)

The Do's & Don'ts during the Internship Program

1. A student shall conduct the study in an organization assigned by the Placement office of the University or in an organization chosen by the student with the permission of the Placement office of the University or after due discussion with the Internship Coordinator & Project Guide.
2. A Student needs to study the entire organization carefully with special emphasis on the project selected / assigned by the company.
3. If an organization approaches, the student in an unsolicited manner, they should immediately bring it to the notice of their Guide.
4. The students should get their letters of bonafide for the internship signed by their Guides. The guide's decision & guidance shall be considered as the final decision.

5. Students are expected to send their weekly reports and project Diary (2 sheets /week – One sheet on task assigned and expected learning's and Second sheet on actual learning's) every Monday during the tenure of project to respective faculty guide.
6. Students need to be in continuous contact with their faculty guides and update them on the progress of their work.
7. In case the students are absenting themselves from interning companies due to any reasons, they should send an email & provide reasons to both their Industry & faculty guides.
8. The students shall take all consent & approvals from the interning company/ reporting manager before sharing any confidential data & information outside the organization.
9. It is expected that the students shall maintain proper decorum & professional conduct during their period of internship in line with the SoP's laid down by the interning
organizations.
10. Faculty will monitor the progress of the students under them based on timely submission of weekly report, submitted abstract, Employer feedback, project diary, Midterm Review and final assessment.
11. In addition, faculty will be visiting the organizations for real time feedback.
12. The students of Batch I are getting a minimum of Eight weeks for their internship. If they are interning in more than one organization, they should complete 2 months of internship in at least one organization
13. The students of Batch II are getting Four weeks for their internship. If they are interning in more than one organization, they should complete 1 month of internship in at least one organization.
14. To the extent possible, projects should be done in Offline mode. The Guide shall use his / her discretion to approve Online Projects.
15. The similarity index in Project Reports should be < 25%

Table of Activities

The schedule of activities with dates to be adhered to, is provided in the Table below:

SL. No	Submission	Deadlines
1	First Weekly Report with Proposed Project Abstract+ Project Diary	1ST Monday after Joining
2	Weekly Report+ Project Diary	Monday
3	Project rough draft submission + Plagiarism report	September 10th
4	Final Project Submission	September 17th
5	Viva	TBA

Semester 4

Course Code: MBA4017	**Course name: Entrepreneurship and Innovation Management Course type : Core**	L- T - P- C	3	0	0	3
Version No.						
Course Pre-requisites	Basic understanding of management principles and business environment.					
Anti-requisites	**Nil**					
Course Description	This course provides a comprehensive understanding of entrepreneurship and innovation as critical drivers of economic growth, organizational competitiveness, and societal development. Drawing upon curricula offered by leading institutions such as Harvard Business School, Stanford University, Massachusetts Institute of Technology, Indian Institute of Management Bangalore, and Indian Institute of Technology Bombay, the course equips learners with the knowledge and skills required to identify opportunities, develop innovative business models, launch new ventures, and manage innovation in dynamic environments. Students will explore entrepreneurial ecosystems, design thinking, innovation processes, startup financing, growth strategies, and venture sustainability through case studies, simulations, assignments, and project-based learning.					
Course Out Comes	1. Explain the concepts, theories, and ecosystem components of entrepreneurship and innovation management. [Understanding] 2. Apply entrepreneurial and innovation frameworks to identify opportunities and develop viable business models. [Applying] 3. Analyze startup financing, innovation processes, and growth strategies to support venture development. [Analyzing] 4. Evaluate entrepreneurial ventures and innovation initiatives to recommend sustainable and scalable business solutions. [Evaluating]					
Course objective	• To develop an understanding of entrepreneurship, innovation, and entrepreneurial ecosystems. • To equip learners with tools for opportunity recognition, business model development, and venture creation. • To enhance competencies in innovation management, design thinking, and strategic decision-making. • To enable learners to evaluate start-up financing, growth, and sustainability strategies.					
Course Content:						
Module 1	Foundations of Entrepreneurship and Innovation	**Assignment (Participative Learning)**	Assignment	**11 sessions**		

Concept and evolution of entrepreneurship, Entrepreneurial mindset and characteristics, Types of entrepreneurships, Role of entrepreneurship in economic development, Innovation: concepts and classifications, Entrepreneurial ecosystem, Startup ecosystem in India, Government initiatives for entrepreneurship, Creativity and opportunity recognition, Innovation and value creation, Case Studies on successful entrepreneurs				
Module 2	**Opportunity Assessment and Business Model Development**	**(Experiential Learning)**	Live Project	**11 sessions**
Opportunity identification and screening, Design thinking approach, Customer discovery and validation, Problem-solution fit and product-market fit, Lean Startup methodology, Business Model Canvas, Value proposition design, Market assessment and feasibility analysis, Business plan preparation, Pitch deck development, Venture ideation workshop				
Module 3	**Innovation Management and Venture Growth**	**(Simulation Based Learning)**	Group Presentation	**11 sessions**
Innovation management process, Organizational innovation, Open innovation and collaborative innovation, Managing technology and disruptive innovation, Intellectual Property Rights (IPR), Innovation culture and leadership, Startup operations and scaling strategies, Strategic alliances and partnerships, Growth and expansion planning, Case studies of innovative enterprises				
Module 4	**Start-up Financing, Sustainability and Entrepreneurial Leadership**	**(Participative Learning)**	Case Study	**12 sessions**
Sources of start-up finance, Bootstrapping and crowdfunding, Angel investors and venture capital, Financial planning for start-ups, Risk management in entrepreneurial ventures, Social entrepreneurship and sustainable innovation, ESG and responsible entrepreneurship, Entrepreneurial leadership, Exit strategies and valuation, Emerging trends in entrepreneurship and innovation, Role Play: Investor Pitch and Venture Evaluation				
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.				
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				

Reference books: 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	Faculty: Dr R Lathangi School of Management
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: MBA4016	Course name: Governance, Business Ethics and ESG Management Course type : PC	L- T - P- C	2	1	0	3
Version No.	1					
Course Pre-requisites	Nil					
Anti-requisites	**Nil**					
Course Description	This course equips students with practical knowledge of Corporate Governance, Business Ethics, ESG (Environmental, Social and Governance) and Sustainability in contemporary organizations. Students explore how governance systems, ethical decision-making, responsible leadership and sustainability practices create long-term value for businesses and stakeholders. Through case studies, ESG disclosures, sustainability reports, regulatory frameworks and industry applications, learners develop the ability to evaluate governance challenges, implement responsible business practices and analyze ESG performance. The course emphasizes real-world business scenarios, emerging regulations, stakeholder expectations and sustainable value creation.					
Course Out Comes	CO1) Apply corporate governance principles and governance mechanisms to business situations (Apply). CO2) Apply ethical frameworks and ESG practices to address organizational challenges (Apply). CO3) Analyze sustainability strategies and ESG reporting practices across industries (Analyze). CO4) Analyze governance failures, ethical dilemmas and stakeholder impacts to recommend responsible business solutions (Analyze).					
Course objective	This course is designed to improve the learners' **EMPLOYABILITY SKILLS** by using **PARTICIPATIVE LEARNING** techniques.					

Course Content:				
Module 1	Corporate Governance in Practice	CA 1	Governance audit of a listed company	12
Governance principles; board structure and responsibilities; independent directors; audit committees; shareholder rights; governance regulations; governance in family businesses and startups; governance risk assessment; board diversity and inclusion (gender diversity, skill-based boards, and inclusive decision-making); governance best practices; stakeholder governance and engagement (balancing shareholder and stakeholder interests in governance decisions); digital governance and cybersecurity oversight (board responsibilities in data privacy, cybersecurity, and digital transformation).				
Module 2	Business Ethics and ESG Implementation	CA 2	ESG action plan for an organization	13
Business Ethics – Meaning and Importance; Ethical decision-making models; ethical leadership; codes of conduct; whistleblowing; ESG pillars and materiality; ESG integration into business functions; responsible supply chains; diversity and inclusion; ESG metrics and KPIs; Climate Risk and Carbon Management – Carbon footprint assessment, net-zero strategies, and climate-related business risks; Ethical Challenges in Artificial Intelligence and Digital Business – Responsible AI, data privacy, algorithmic bias, and digital ethics; ESG Assurance, Monitoring, and Continuous Improvement – Internal controls, audits and performance improvement mechanisms.				
Module 3	Sustainability Strategy and Reporting	CA 3	Sustainability report analysis.	10
Triple Bottom Line; SDGs; circular economy; sustainable business model sustainability reporting standards -(GRI, ISSB, BRSR); stakeholder engagement; analysis of sustainability reports; Green Finance and Sustainable Investments – ESG investing, green bonds, sustainability-linked financing, and responsible capital allocation; Resource Efficiency and Sustainable Operations – Energy management, waste reduction, water stewardship, and sustainable procurement practices; Sustainability Performance Measurement and Benchmarking – Developing sustainability scorecards, KPIs, dashboards, and benchmarking against industry leaders;				
Module 4	Governance Failures, ESG Risks and Sustainable Value Creation	CA 4	Case analysis and boardroom simulation.	10
Corporate scandals; greenwashing; ESG controversies; risk governance; responsible investment; stakeholder capitalism; integrated value creation; emerging trends in AI ethics and responsible business; Board Oversight of ESG and Sustainability Risks - Role of boards in monitoring ESG performance, sustainability targets, and risk mitigation; Corporate Accountability and Transparency - Disclosure practices, ethical reporting, accountability mechanisms, and stakeholder trust;Crisis Management and Reputation Risk - governance failures and ESG incidents impact; corporate reputation and business continuity; Business Resilience and Sustainable Risk Management –				

Evaluating environmental and social risks, scenario planning, and building resilient business strategies.
Targeted Application & Tools that can be used:
Reference books **T1.** Business Ethics: Ethical Decision Making and Cases **O.C. Ferrell, John Fraedrich & Linda Ferrell** Cengage Learning, Latest Edition **T2. Corporate Governance: Principles, Policies and Practices** **A.C. Fernando & K.P.M. Fernando** **Pearson Education, Latest Edition**

Catalogue prepared by	Dr. Akhila R Udupa Faculty School of Management – PG
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Name	Capstone Project (Dissertation in the Chosen Discipline)		
Course Code	MBAXXXX		
Credits	6	CIE Marks	60
Duration	16 weeks	SEE Marks(Viva- Voce)	40

Program Outcomes:

PO 1 : An ability to lead themselves and others to achieve organizational goals contributing effectively to a team environment.

PO 2 : An ability to integrate functional knowledge and apply managerial skills in changing business environment.

PO 3 : An ability to identify real life problems in different management functions and solve them through strategic planning, critical thinking and innovation.

PO 4 : An ability to identify and evaluate business ideas and opportunities.

PO 5 : An ability to make data driven decisions and effectively communicate to different stakeholders.

PO 6 : An ability to evaluate and integrate ethical and societal considerations when making business decisions.

PO 7 : An ability to demonstrate commitment to continuous learning.

PSO 1: Demonstrate advanced domain specific knowledge to make informed business decisions.

PSO 2: Apply management theories and tools to solve complex marketing, financial, HR, and operational problems.

PSO 3: Develop and implement business plans that include marketing, financial, HR, and operational strategies.

PSO 4: Demonstrate proficiency in formulating business strategies that align with organizational goals.

PSO 5: Integrate sustainable practices into core business operations to drive innovation and value creation.

Course Outcomes: At the end of the course students will be able to:

1. Identify the research problems based on the area of study and its framework.
2. Choose proper research design with appropriate sampling and data collection methods.
3. Apply analytical and problem-solving methods.
4. Derive the appropriate findings and practical suggestions for research problem.

Course Outcomes (COs)	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7
CO1	L	H	H	M	M	L	M
CO2	L	H	M	L	H	M	M
CO3	L	M	H	L	H	M	M
CO4	L	M	H	M	H	H	M

Course Outcomes (COs)	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	H	M	M	M	L
CO2	M	H	M	M	M
CO3	H	H	M	H	M
CO4	H	H	H	H	M

Introduction

All the students of Master of Business Administration (MBA) are required to undertake Dissertation in IV Semester MBA which provides an opportunity to learn independently so that they can identify, define and analyze problems and provide suggestions/measures in a Business Scenario.

The emphasis is an application of concepts and the investigation of some practical problems or issues related to the situation in which an organization or system operates. The content of the Dissertation/Project report must be paid utmost attention, which is being submitted in partial fulfillment of the requirements of the MBA degrees. A Standard format is equally important and will be prescribed by the University which helps in bringing uniformity in all the reports and improves aesthetics of report.

General Guidelines

Unlike any other academic assignment, Dissertation provides an opportunity to judge the student's time and self-management skills and his/her ability to successfully undertake an in-depth study of an applied nature, synthesizing various elements, in his area of interest. The report should highlight what the student has attempted and why; the methods used to collect, collate and analyze the information obtained. Any suggestions made should be supported by the evidence presented and by logical argument using deductive and inductive reasoning.

1. **Organization of the Dissertation/Project report:** This report shall be presented in a number of chapters, starting with Introduction and ending with Conclusions. It shall be ensured that all the chapters will have a precise title reflecting the contents of the chapter. A chapter can be subdivided into sections, sub-sections and so on as to present the content discretely and with due emphasis.
    - **1.1 Introduction:** The title of Chapter 1 shall be Introduction. It shall justify and highlight the problem posed, define the topic and explain the aim and scope of the work presented in the report. It may also highlight the significant contributions from the investigation.
    - **1.2 Review of Literature:** This shall normally form Chapter 2 and shall present a critical appraisal of the previous work published in the literature pertaining to the topic of the investigation. The extent and emphasis of the chapter shall depend on the nature of the investigation.
    - **1.3 Report on the Present Investigation:** The reporting on the investigation shall be presented in one or more chapters with appropriate chapter titles.
        - **1.3.1** Due importance shall be given to experimental setups, procedures adopted, techniques developed, methodologies developed and adopted.
        - **1.3.2** Figures and tables should be presented immediately following their first mention in the text. Short tables and figures (say, less than half the writing area of the page) should be presented within the text, while large table and figures may be presented on separate pages.
    - **1.4 Results and Discussions:** This shall form the penultimate chapter of the report and shall include a thorough evaluation of the investigation carried out and bring out the contributions from the study. The discussion shall logically lead to inferences and conclusions as well as scope for possible further future work.
    - **1.5 Conclusions:** This will be the final chapter of the report. A brief report of the work carried out shall form the first part of the Chapter. Conclusions derived from the logical analysis presented in the Results and Discussions Chapter shall be presented and clearly enumerated, each point stated separately. Scope for future work should be stated lucidly in the last part of the chapter.
    - **1.6 Appendix:** Detailed information, abbreviations etc. are to be presented in the separate appendices, which shall be numbered in Roman Capitals (e.g. "Appendix I"). Since reference can be drawn to published/unpublished literature in the appendices these should precede the "Literature Cited" section.
    - **1.7 Literature Cited:** This should follow the Appendices, if any, otherwise the Conclusions chapter. The candidates shall follow the APA style of citation. However, the names of all the authors along with their initials and the full title of the article/monogram/book etc. have to be given in addition to the journals/publishers, volume, number, pages(s) and year of publication. Citation from websites should include the names(s) of author(s) (including the initials), full title of the article, website reference and when last accessed.

2. Choosing a Topic:

The topic of the dissertation will be decided in consultation with the faculty guide and necessarily from their area of specialization. The ideas can come from personal experience, observation of events and issues of current interests. Initial ideas are likely to originate in a vague form and may lack a clear focus. These then need to be developed into something manageable and practical by consideration of available literature/ texts and discussion with dissertation supervisors once allocated. Whatever the source of your research idea, familiarity with the area is imperative for the successful completion of the project.

3. Duration of the Dissertation:

The Dissertation work shall be from JAN 2028 to Mar XXX, 2028

4. Guide:

Students must ensure that they maintain regular contact with their guide and also, they provide the guide with progress of their work on weekly basis compulsorily. Internal guide of the Dissertation will be a fulltime faculty member from the department.

5. Plagiarism Check:

With the permission of the internal guide the final report will be undergo plagiarism check by applying TURNITIN software. The plagiarism should not be more than 15 per cent.

Students in consultation with faculty can publish their research work in any of the referred journal.

6. Schedule to be followed during Dissertation Work/Dissertation

Activity	Timeline	Remark
Literature Review, Problem Identification, Objectives	XXXX	Discussion with the guide for finalization of research problem, objectives of the study
Preparation of Research instrument for data collection and Collection of Data	XXXX	Discussion with the guide for finalization of research instrument and Data collection method and should complete the Data Collection
Analysis and finalization of report	XXXX	Students must use appropriate statistical tools and techniques for analyzing the data. (It is must to use Statistical Package whose result should be shown in the report)
Preparation of Report	XXXX	Final Report has to be prepared and submitted to the University on or before Mar 31, 2026
Dissertation Viva-Voce	XXXX	

7. Evaluation:

a. **Internal Evaluation:** Internal evaluation will be done by the internal guide.

b. **Viva-voce/Presentation**: The viva-voce examination will be conducted by the respective Assistant Dean / Professors of the department or an expert drawn from other institutions
c. **Project Work** (Project) work carries 100 marks consisting of 60 marks for internal evaluation by the internal guide, 40 marks for viva-voce examination
d. **Format of the Dissertation report**: The Dissertation report shall be prepared using word processor, using Times New Roman font sized 12 for body text, 16 / 14 font size for heading and sub-heading respectively on a page layout of A4 size with 1" margin on all sides and 1.5-line spacing and paragraph spacing. The Project Work report shall not exceed 75 pages and not less than 40 pages.

8. **Submission of report:** Students should submit 2 hard copies of the Dissertation report one in electronic data form, in PDF file (Un-editable format) to the University before conducting the viva-voce examination.
9. **Publication of research findings:** Students are expected to present their research findings in seminars/conferences/technical fests or publish their research work in journals in association with their internal guide. Appropriate weight age should be given to this in the internal evaluation of the Dissertation.

Banking Specialization:

Course Code: FIN4528	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 Objective:	1. To understand the role and significance of central banks in modern economies.					

<table>
<tr><td></td><td colspan="4">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</td></tr>
<tr><td>Module 1</td><td>Introduction to Central Banking and Monetary Policy</td><td>Lecture Method</td><td>Understand</td><td>10 Sessions</td></tr>
<tr><td colspan="5">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.</td></tr>
<tr><td>Module 2</td><td>Instruments of Monetary Policy and Inflation and Interest Rate Management</td><td>Participative Learning</td><td>Apply</td><td>11 Sessions</td></tr>
<tr><td colspan="5">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.</td></tr>
<tr><td>Module 3</td><td>Monetary Policy in Practice – India Focus</td><td>Group Discussion</td><td>Analyze</td><td>11 Sessions</td></tr>
<tr><td colspan="5">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.</td></tr>
<tr><td>Module 4</td><td>Global Trends and Challenges in Central Banking</td><td>Skill based Learning</td><td>Apply</td><td>13 Sessions</td></tr>
<tr><td colspan="5">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</td></tr>
<tr><td colspan="5">Project work/ assignment:</td></tr>
<tr><td colspan="5">1. CA 1 – Quiz
2. CA 2 – Assignment
3. CA 3 – Presentation
4. CA 4 – Case Study</td></tr>
<tr><td colspan="5">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</td></tr>
</table>

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: FIN4524	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	Case Study: Experiential	**14 Sessions**

		their impact on the banking sector.		
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 Commercial Banking**	Assignment (Participative Learning) Research and report on the latest trends in FinTech and their implications for commercial banking in India.	Group Presentation (Participative Learning)	**14 Sessions**
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 Meeting No. 26th held on 25,July,2025

Academic Council	

Course Code: FIN4525	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			

Course Code: FIN4527	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,					

<table>
<tr><td></td><td colspan="4">and monitoring. The course also focuses on regulatory guidelines and strategies for managing credit risk and Non-Performing Assets (NPAs) in banking.</td></tr>
<tr><td>Course Outcomes</td><td colspan="4">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.</td></tr>
<tr><td>Course Objective:</td><td colspan="4">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.</td></tr>
<tr><td>Module 1</td><td>Introduction to Credit and Lending and Credit Appraisal and Assessment</td><td>Lecture Method</td><td>Understand</td><td>10 Sessions</td></tr>
<tr><td colspan="5">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</td></tr>
<tr><td>Module 2</td><td>Loan Products and Structuring</td><td>Participative Learning</td><td>Apply</td><td>11 Sessions</td></tr>
<tr><td colspan="5">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.</td></tr>
<tr><td>Module 3</td><td>Credit Risk Mitigation and Disbursement, Monitoring and Supervision</td><td>Group Discussion</td><td>Analyze</td><td>11 Sessions</td></tr>
<tr><td colspan="5">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).</td></tr>
</table>

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: 9. CA 1 – Quiz 10. CA 2 – Assignment 11. CA 3 – Presentation 12. 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*				
Catalogue prepared by	Dr. Sunil M Rashinkar			
Recommended by the Board of Studies on	BOS NO:			
Date of Approval by the Academic Council	Academic Council Meeting			

Course Code: FIN4529	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 Frameworks**	Group Discussion	Analyze	11 Sessions
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:	
13. CA 1 – Quiz 14. CA 2 – Assignment 15. CA 3 – Presentation 16. CA 4 – Case Study	
Textbook: T1 : S. Ramaswamy – *Cyber Laws & IT Protection* Reference books: R1: Pavan Duggal – *Handbook on Cyber Laws*	
Catalogue prepared by	Dr. Sunil M Rashinkar
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	Academic Council Meeting No.

Course Code: FIN4532	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 Introduction to Trade Finance	Lecture Method	Understand	10 Sessions
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:				
17. CA 1 – Quiz 18. CA 2 – Assignment 19. CA 3 – Presentation 20. 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: FIN4526	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:				
21. CA 1 – Quiz 22. CA 2 – Assignment 23. CA 3 – Presentation 24. 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:			
Date of Approval by the Academic Council	Academic Council Meeting No.			

<table>
<tr><td>Course Code: FIN4531</td><td colspan="3">Course Name: Retail Banking and Wealth Management
Type of Course: specialization Track Elective</td><td>L-T-P-C</td><td>2</td><td>1</td><td>0</td><td>3</td></tr>
<tr><td>Version No.</td><td colspan="8">1.0</td></tr>
<tr><td>Course Pre-requisites</td><td colspan="8">Financial Accounting and Reporting – FIN4111</td></tr>
<tr><td>Anti-requisites</td><td colspan="8">NIL</td></tr>
<tr><td>Course Description</td><td colspan="8">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.</td></tr>
<tr><td>Course Outcomes</td><td colspan="8">• 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</td></tr>
<tr><td>Course Objective:</td><td colspan="8">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</td></tr>
<tr><td>Module 1</td><td colspan="2">Introduction to Retail Banking and Retail Banking Products and Services</td><td>Lecture Method</td><td>Understand</td><td colspan="3">10 Sessions</td></tr>
<tr><td colspan="9">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.</td></tr>
<tr><td>Module 2</td><td colspan="2">Introduction to Wealth Management and Investment Planning and Asset Allocation</td><td>Participative Learning</td><td>Apply</td><td colspan="3">11 Sessions</td></tr>
</table>

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:				
25. CA 1 – Quiz 26. CA 2 – Assignment 27. CA 3 – Presentation 28. 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 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: FIN4530	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.					

<table>
<tr><td>Course Outcomes</td><td colspan="4">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</td></tr>
<tr><td>Course Objective:</td><td colspan="4">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.</td></tr>
<tr><td>Module 1</td><td>Introduction to Rural Banking and Institutional Framework for Rural Credit</td><td>Lecture Method</td><td>Understand</td><td>10 Sessions</td></tr>
<tr><td colspan="5">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.</td></tr>
<tr><td>Module 2</td><td>Cooperative Banking System in India</td><td>Participative Learning</td><td>Apply</td><td>11 Sessions</td></tr>
<tr><td colspan="5">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</td></tr>
<tr><td>Module 3</td><td>Microfinance and SHG-Bank Linkage</td><td>Group Discussion</td><td>Analyze</td><td>11 Sessions</td></tr>
<tr><td colspan="5">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.</td></tr>
<tr><td>Module 4</td><td>Regulation and Policy Framework and Issues, Challenges and Reforms</td><td>Skill based Learning</td><td>Apply</td><td>13 Sessions</td></tr>
<tr><td colspan="5">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</td></tr>
</table>

Project work/ assignment:	
29. CA 1 – Quiz 30. CA 2 – Assignment 31. CA 3 – Presentation 32. 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:
Date of Approval by the Academic Council	Academic Council Meeting No.

Course Code: FIN4533	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:				
33. CA 1 – Quiz 34. CA 2 – Assignment 35. CA 3 – Presentation 36. 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

Finance Specialization:

Course Code: FIN4508	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 Outcomes	Upon successful completion of this course, students will be able to: 1. Understand the core concepts of Artificial Intelligence, Machine Learning, and Deep Learning. **(Understand)** 2. Identify and articulate the key opportunities and challenges of AI adoption in finance. **(Understand)** 3. Apply basic AI/ML techniques for financial forecasting, classification, and clustering. **(Apply)** 4. Evaluate the ethical, regulatory, and societal implications of AI in finance. **(Evaluate)**					
Course Objectives	The objective of this course is Skill development through Participative Learning					
Course Content						
Module 1	Introduction to Finance and AI Applications	Experiential Learning	Handshake with AI	10 Sessions		
Introduction to Financial Markets and Instruments, Overview of AI Techniques in Finance, Types of Financial Data: Market, Transactional, Customer, Financial Statements and Key Indicators, AI Use Cases in Banking, Insurance, and Investment, FinTech and the Rise of Robo-Advisors.						
Module 2	*Machine Learning & Deep Learning in Finance*	Experiential Learning	Basic concepts and applications	13 sessions		

<table>
<tr><td colspan="5">Supervised Learning for Credit Scoring, Unsupervised Learning for Customer Segmentation, Handling Imbalanced Datasets in Fraud Detection, Time Series Forecasting with Regression and ARIMA, Model Validation and Backtesting in Finance.
Introduction to Deep Learning for Finance, Stock Price Prediction using LSTM and RNNs, Sentiment Analysis from Financial News and Tweets</td></tr>
<tr><td>Module 3</td><td>AI-Driven Financial Applications</td><td>Experiential Learning</td><td>Concepts and applications</td><td>16 sessions</td></tr>
<tr><td colspan="5">Fraud Detection Systems using ML and DL, Credit Risk and Loan Default Prediction, AI in Algorithmic and High-Frequency Trading, Robo-Advisors: Architecture and Optimization, Blockchain and AI Integration for Financial Security, Case Studies: AI in Wealth Management &Insurance. 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</td></tr>
<tr><td>Module 4</td><td>Ethics, Regulation, and Future of AI in Finance</td><td>Experiential Learning</td><td>Concepts and applications</td><td>16 sessions</td></tr>
<tr><td colspan="5">Regulatory Frameworks in AI-based Finance, Explainability and Interpretability of Financial Models, Ethical Issues: Bias, Fairness, Transparency, Data Privacy and GDPR in Financial AI, Responsible AI Practices in Finance, Emerging Trends: Quantum AI, Decentralized Finance(DeFi). The ethical and regulatory challenges of using AI in finance.
Roles and responsibilities (data scientists, ML engineers, business analysts), data security, privacy, and ethics in deployment. AI Project Lifecycle.</td></tr>
<tr><td colspan="5">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)</td></tr>
<tr><td colspan="5">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</td></tr>
<tr><td colspan="3">Catalogue prepared by</td><td colspan="2">Dr. Asif Amin Kuchey</td></tr>
<tr><td colspan="3">Recommended by the Board of Studies on</td><td colspan="2"></td></tr>
<tr><td colspan="3">Date of Approval by the Academic Council</td><td colspan="2"></td></tr>
</table>

Course Code: FIN4506	Course Name: Behavioural Finance Type of Course: Specialization Track Elective	**L-T-P-C**	**2**	**1**	**0**	**3**
Version No.	1.0					
Course Pre-requisites	FIN4111					
Anti-requisites	NIL					
Course Description	This course explores how psychological and behavioral factors influence financial decision-making and market behavior. It examines investor biases, heuristics, decision-making under risk and uncertainty, Expected Utility Theory, market efficiency, limits to arbitrage, and behavioral anomalies in financial markets. The course develops students' ability to analyze investor behavior, evaluate market outcomes, and apply behavioral insights to investment and portfolio management decisions. It prepares learners for careers in investment management, financial advisory, wealth management, banking, and capital market research.					
Course Outcomes	**CO1**: Explaining the fundamental concepts and principles of behavioural finance and investor behaviour. **(Understanding)** **CO2**: Applying behavioural finance theories to financial decision-making under risk and uncertainty. **(Applying)** **CO3**: Analyzing the influence of behavioural factors on financial markets and investment outcomes. **(Analyzing)** **CO4**: Applying behavioural finance concepts to assess investor biases in financial decision-making. **(Applying)**					
Course Objective:	The course aims at **SKILL DEVELOPMENT** with respect to Behavioural Finance through **PARTICIPATIVE LEARNING** techniques**.**					
Course Content:						
Module 1	**Behavioral finance**	**Lecture Method**	**Understanding**	**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**	**Applying**	**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**	**Analyzing**	**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**	**Applying**	**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				
Targeted Application & Tools that can be used: This course equips MBA students with practical knowledge and analytical skills required for careers as Investment Analyst, Portfolio Manager, Wealth Manager, Financial Advisor, Equity Research Analyst, Behavioral Risk Consultant, Financial Planner, Asset Management Professional, and Capital Market Researcher. **MS Excel** – Investment analysis, portfolio evaluation, behavioural bias assessment, decision-making models, and scenario analysis. **Power BI/Tableau** – Visualization of market trends, investor behaviour patterns, portfolio performance, and financial market analytics. **SPSS/R** – Statistical analysis of investor behaviour, behavioural bias testing, market anomaly studies, and financial data analysis. **Financial Databases & Analytics Platforms** (Bloomberg, Refinitiv, Yahoo Finance, NSE/BSE Data Sources) – Market analysis, portfolio tracking, behavioural finance research, and investment decision support.				
Text Books: 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. Somen Mitra School of Management-PG			
Recommended by the Board of Studies on				
Date of Approval by the Academic Council				

Course Code:FIN4501	Course name: Financial Markets and Services Course type : STC		L- T - P- C	2	1	0	3
Version No.	1.0					
Course Pre-requisites	**Nil**					
Anti-requisites	**Nil**					
Course Description	The course on Financial Markets and Services provides an overview of the structure, functioning, and regulatory framework of financial markets in India. It covers the role of financial institutions, instruments, and intermediaries in mobilizing savings and supporting investments. The course also introduces key financial services such as merchant banking, leasing, factoring, credit rating, and mutual funds, along with primary and secondary markets. It aims to help students understand the functioning of financial markets in a dynamic and evolving economic environment.					
Course Out Comes	CO1: Understand the structure and functioning of financial markets and financial system in India. CO2: Analyze the operations of money markets, capital markets, and stock exchanges. CO3: Evaluate various financial services such as merchant banking, mutual funds, leasing, and factoring. CO4: Apply concepts of investment banking, derivatives, and risk management in real-world financial decisions.					
Course objective	The subject "Financial Markets and Services" helps students develop essential analytical, decision-making, and financial interpretation skills. It enables understanding of capital and money markets, financial instruments, and investment processes. Students learn portfolio evaluation, risk assessment, and the functioning of banks, mutual funds, and other financial institutions. The subject also builds awareness of regulatory frameworks like SEBI and enhances practical knowledge of fundraising and financial services, preparing students for careers in banking, investment, and financial consulting.					
Course Content:						
Module 1	Introduction to Financial System and Financial Markets		Lecture, Class Discussion	**11 hr**		
Financial System Overview: Meaning, structure, and functions of the financial system; components of the financial system; role of financial markets in economic development; recent trends in the Indian financial system. **Financial Markets:** Meaning, characteristics, and classification of financial markets; money market and capital market; primary and secondary markets; role and functions of financial markets.						

Financial Instruments: Money market instruments (Treasury Bills, Commercial Paper, Certificates of Deposit); capital market instruments (equity shares, preference shares, debentures, bonds); hybrid instruments.
Financial Intermediaries: Role and functions of commercial banks, NBFCs, insurance companies, mutual funds, pension funds, and development financial institutions.
Regulatory Framework: Overview of financial regulators in India – RBI, SEBI, IRDAI, PFRDA; role of regulation in financial market stability and investor protection.

Module 2	Capital Market and Money Market Operations		Lecture, Class Discussion, Cases	**11hr**

Primary Market Operations: Meaning and functions of primary market; methods of raising capital – IPO, FPO, private placement, rights issue, preferential allotment; book building process; role of merchant bankers and underwriters.
Secondary Market Operations: Stock exchanges in India (NSE, BSE); trading mechanism; listing of securities; settlement process; depository system (NSDL, CDSL); stock market indices.
Money Market Operations: Structure and participants of money market; characteristics and instruments; RBI and money market operations; liquidity adjustment facility (LAF).
Trading and Settlement Mechanism: Clearing and settlement process; dematerialization; role of depositories; online trading systems.

Module 3	Financial Services		Lecture, Class Discussion, Cases	**12hr**

Overview of Financial Services: Meaning, scope, and importance of financial services; financial service industry in India; emerging trends in financial services.
Merchant Banking Services: Functions of merchant bankers; issue management; underwriting; portfolio management; advisory services.
Mutual Funds: Concept and structure of mutual funds; types of mutual funds; advantages and limitations; Net Asset Value (NAV); regulatory framework.
Leasing and Hire Purchase: Concept of leasing; types of leasing; advantages and disadvantages; hire purchase financing; comparison between leasing and borrowing (Problems).
Factoring and Forfaiting: Meaning and mechanism of factoring; types of factoring services; forfeiting; benefits and risks.

Module 4	**Emerging Financial Services and Market Innovations**		Lecture, Class Discussion, Cases	**11hr**

Investment Banking: Functions of investment banking; mergers and acquisitions; corporate restructuring; advisory services.
Credit Rating Agencies: Role and importance of credit rating agencies; process of credit rating; major agencies in India; limitations of credit ratings.
Derivatives Market: Introduction to derivatives; futures and options; hedging, speculation, and arbitrage; basics of derivatives trading in India.

FinTech in Financial Markets: Role of technology in financial markets; algorithmic trading; robo-advisory services; digital broking platforms; impact of FinTech on financial services. **Risk Management in Financial Markets:** Types of financial risks – market risk, credit risk, operational risk; risk management techniques; Basel norms overview. **Recent Trends:** Green finance, sustainable investments, ESG investing, financial innovation, and digital transformation in financial markets.
Targeted Application & Tools that can be used: The subject helps in understanding investment decisions, capital raising, risk management, banking operations, and financial planning. It is widely applied in corporate finance, stock markets, mutual funds, insurance, merchant banking, and fintech industries. The concepts learned support business growth, economic development, and informed financial decision-making for individuals, organizations, and financial institutions.
Text Books: 1. **Financial Markets and Institutions** – Frederic S. Mishkin & Stanley G. Eakins **2022 (10th Edition)** 2. **FINANCIAL MARKETS, FINANCIAL INSTITUTIONS AND FINANCIAL SERVICES (SECOND EDITION ,Revised), by Sandeep Goel , Eastern Economy Editions, 2026,** **Reference books:** 1. **Financial Services and Markets** – Dr. L.M. Bhole & Jitendra Mahakud **2022 (6th Edition)** 2. **Indian Financial System** – M.Y. Khan, **2023 Edition** 3. **Financial Services** – M.Y. Khan & P.K. Jain, 2021 Edition

Catalogue prepared by	Dr Megha Pandey School of Management – PG
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: FIN4502	Course Name: Investment and Portfolio Management Type of Course: Specialization Track Core	**L-T-P-C**	**2**	**1**	**0**	**3**
Version No.	1.0					
Course Pre-requisites	FIN4111 GMM4117					
Anti-requisites	NIL					

Course Description	Investment and Portfolio Management focuses on the principles and practices of investing in financial markets, including the analysis of various asset classes such as stocks, bonds, and mutual funds. The course covers techniques for evaluating investment opportunities, managing risk, and constructing diversified portfolios to achieve specific financial goals. Students will learn about market efficiency, asset pricing models, and portfolio performance measurement. Practical applications include developing strategies for asset allocation, portfolio optimisation, and monitoring investment performance.			
Course Outcomes	**CO1**: Understanding the fundamental concepts of investment, including risk and return, to evaluate various financial assets. **(Understanding)** **CO2**: Applying financial market analysis techniques and asset pricing models to make informed investment decisions. **(Applying)** **CO3**: Analyzing risk–return characteristics and investment objectives to develop diversified investment portfolios aligned with investor requirements. **(Analyzing)** **CO4**: Evaluating portfolio performance using quantitative techniques and adjust strategies to optimise returns. **(Evaluating)**			
Course Objective:	The course aims at **SKILL DEVELOPMENT** with respect to Investment and Portfolio Management through **PARTICIPATIVE LEARNING** techniques**.**			
Course Content:				
Module 1	**Foundations of Investment and Financial Markets**	**Lecture Method**	**Understanding**	**8 Sessions**
Investment Decisions: Investor types, objectives, and constraints, Financial Markets: Primary and secondary markets, Money Market Instruments: Repos and reverse repos, Bond and Stock Markets: Key features and functions, Trading in Secondary Markets: Basic trading mechanisms				
Module 2	**Fixed Income Securities and Market Efficiency**	**Participative Learning**	**Applying**	**11 Sessions**
Bond Valuation: Bond pricing, yield measures, and the relationship between bond prices and interest rates, Capital Market Efficiency: Efficient Market Hypothesis (EMH), forms of market efficiency, and implications for investors, Behavioural Finance and Market Anomalies: Key departures from market efficiency and behavioural explanations of investor behaviour				
Module 3	**Financial Analysis and Equity Valuation**	**Experiential Learning**	**Analyzing**	**13 Sessions**
Financial Statement Analysis: Evaluation of financial performance and business health, Financial Ratio Analysis: Return, liquidity, efficiency, and profitability measures, Equity Valuation: Fundamental approaches to common stock valuation, Technical Analysis: Basic tools and techniques for analyzing market trends and price movements				
Module 4	**Modern Portfolio Theory and**	**Participative Learning**	**Evaluating**	**13 Sessions**

	Investment Management			

Modern Portfolio Theory: Diversification, risk, and return concepts, Asset Pricing Models: Capital Asset Pricing Model (CAPM) and Arbitrage Pricing Theory (APT), Investment Companies: Mutual funds and their classifications, Portfolio Management Strategies: Active and passive investment approaches, Fund Costs and Performance Evaluation: NAV, fees, loads, and measures of risk-adjusted performance

Targeted Application & Tools that can be used: This course equips MBA students with practical knowledge and analytical skills required for careers as Investment Analyst, Portfolio Manager, Wealth Manager, Equity Research Analyst, Securities Analyst, Financial Advisor, Fund Manager, Asset Management Professional, Investment Consultant, and Capital Market Specialist.

MS Excel – Bond and stock valuation, portfolio construction, risk-return analysis, CAPM applications, performance measurement, and investment decision-making.

Power BI/Tableau – Visualization of financial market trends, portfolio performance, asset allocation, risk-return profiles, and investment analytics dashboards.

SPSS/R – Statistical analysis of security returns, portfolio risk modelling, market efficiency testing, asset pricing analysis, and investment research.

Financial Databases & Analytics Platforms (Bloomberg, Refinitiv, Yahoo Finance, NSE/BSE Data Sources) – Security analysis, equity valuation, fixed-income analysis, market research, portfolio tracking, and investment decision support. Portfolio Management & Analytics Tools (Morningstar Direct, Value Research, Portfolio Visualizer) – Portfolio optimization, mutual fund analysis, performance benchmarking, asset allocation, and risk-adjusted return evaluation.

Text Books:

- T1 - Investment Analysis and Portfolio Management - By Frank K. Reilly and Keith C. Brown
- T2 - Investments - By Zvi Bodie, Alex Kane, and Alan J. Marcus

Reference Books:

- R1 - Security Analysis - By Benjamin Graham and David L. Dodd
- R2 - Modern Portfolio Theory and Investment Analysis - By Edwin J. Elton, Martin J. Gruber, Stephen J. Brown, and William N. Goetzmann

Catalogue prepared by	Dr. Somen Mitra School of Management-PG
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: FIN4505	Course Title: Financial Derivatives and Risk Management Type of Course: Specialization Track Elective & Theory only		**L- T-P- C**	**2**	**1**	**0**	**3**
Version No.	1.0						
Course Pre-requisites	NIL						
Anti-requisites	NIL						
Course Description	This course provides a comprehensive introduction to the complex world of financial derivatives—financial instruments whose value is derived from underlying assets like stocks, bonds, currencies, or commodities. Students will explore the mechanics of various derivative markets and learn how to use these tools for both speculation and risk management (hedging). The curriculum balances theoretical pricing models with practical applications, focusing on how corporations and financial institutions manage exposure to market volatility, interest rate fluctuations, and credit risk						
Course Outcomes	1. Explain the different types of financial risks and their impact on organizational performance and financial stability. **(L2 Understanding)** 2. Estimate the prices of forward and futures contracts using appropriate pricing models (**L3 Applying)** 3. Interpret and analyze option trading strategies by evaluating their risk–return profiles and payoff patterns (**L4 Analyzing)** 4.Analyze and differentiate between Credit Default Swaps and Total Return Swaps (based on their structure, risk transfer mechanisms, and applications in financial risk management.						
Course Objective:	The course is designed to enhance the **employability skills** through **participative learning** methods.						
Course Content:							
Module 1	**Introduction to Financial risk and Derivatives**	Participative Learning	Case Analysis	12 Sessions			
Financial risk and Derivatives Financial risk- Meaning, Types of risk- market, credit, liquidity, operational, model risk. Forms of risk- currency, interest rate, equity, commodity. Risk measurement-VaR (Value at Risk) Risk management strategies. **Derivatives,** Meaning, Features, Classification of derivatives, Derivative Markets- Traders, Reasons for trading derivatives**.** Derivatives tr ading in NSE/BSE, Growth of derivatives market in India.							
Module 2	**Forward and Futures Contract**	Group Discussion	Assignment	12 Sessions			

Forward Contract-Meaning, features. Forward trading mechanism-forward price, valuation and payoffs from the forward price.
Futures contract- meaning, types, features, differences between forwards and futures. Operation of margin -types of Margins, Mark-to-market (MTM). Futures trading mechanism. Pricing of futures-Basis risk and hedging

Module 3	**Options contract**	Role Play	Project Work	12 Sessions

Meaning, Option terminologies, types, distinction between futures and options, put-call parity theorem. Option valuation. Option positions-Long and short with payoffs. Determinants of option prices. Concept of volatility. Option pricing models - The Binomial model and Black-Scholes model. Strategies for option trading.- spreads and combinations Hedging with options-Delta

Module 4	**Swaps and Other Derivatives**			

Swaps-Meaning, features, types-Interest rate swap, Currency Swap. Swap arrangement in India-Overnight Index Swaps (OIS).

Other Derivatives-types. Credit Derivatives-Meaning, features. Credit events by International Swap and Derivatives Association (ISDA). Benefits of Credit Derivatives. Components of credit risk. Credit derivatives instruments-Credit Default Swap, Total Return Swap, credit options, credit linked notes. Credit risk management in India.

Targeted Application & Tools that can be used: This course equips students with knowledge of futures, options, derivatives, and risk management, which are highly relevant for careers such as Risk Analyst, Derivative Trader, Investment Analyst, Portfolio Manager. To strengthen practical understanding, students can use MS Excel for option pricing, payoff analysis, hedging strategies, Value at Risk (VaR) calculations, and scenario analysis. Financial platforms such as Bloomberg Terminal, BSE, NSE and TradingView can provide real-time market data and facilitate derivative market analysis. These tools enrich learning by enabling students to apply risk management concepts and derivative strategies in real-world financial environments.

Text Book

T1: Gupta, S. L. (2018). Financial derivatives: Theory, concepts and problems PHI Learning.7th Edition

References

R1. Hull, J. C. (2022). Options, futures, and other derivatives (11th ed.). Pearson Education.

R2.Kumar, S. S. S. (2017). Financial derivatives. PHI Learning(7th ed.)

Catalogue prepared by	Dr.Anitha.S.Yadav
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	

Course Code: FIN4514	Course Title: Financial Modelling Type of Course: Specialization Track Elective and Practical course	L-T-P-C	1	1	2	3
Version No.	1.1					
Course Pre-requisites	FIN4112					
Anti-requisites	NIL					
Course Description	This course enables graduate students to apply foundational finance concepts using Microsoft Excel. Participants will develop the technical proficiency required to construct robust financial models, with a primary focus on equity valuation and mergers and acquisitions (M&A) analysis.					
Course Objective	This course is designed to improve the learner's EMPLOYABILITY SKILLS by using PARTICIPATIVE LEARNING methods including Practical Hours using Excel.					
Course Out Comes	On successful completion of the course, students will be able to: • **Explain** the concepts, types, applications of financial modeling, and apply time value of money techniques for financial decision-making. (Understanding) • **Construct** integrated three-statement financial models and forecast financial statements using Excel-based financial modeling techniques.(Constructing) • **Analyze** cash flow forecasts and perform equity valuation using DDM, DCF, Relative Valuation, Residual Valuation, and Excel analytical tools such as Scenario Manager, Goal Seek, and Solver.(Analyzing) • **Evaluate** merger and acquisition opportunities by developing M&A models, assessing acquisition assumptions, synergies, ownership dilution, and value creation outcomes.(Evaluating)					
Course Content						

Module 1	Introduction to Financial Modelling	Application of financial modeling in functional areas. Time	Ability to calculate Time Value of Money	10 Hours

		Value of Money – Experiential Learning		
Introduction to Financial Modeling, Need, Uses, Types of Financial Modeling, Application of financial modeling in functional areas. Time Value of Money – Compounding and Discounting Techniques				
Module 2	Financial Modeling using Excel	Assignment Financial Statement – Experiential Learning – Participative Learning	Ability to forecast the financial statements	15 Hours
Build a 3-statement financial model from scratch using the best structuring techniques to construct sound financial forecasting models, economy, industry, and company framework. Projecting/forecasting/estimating B/S , income statement, and cash flow, scenario analysis (best case, base case, and worst case).				
Module 3	Forecasting Cash Flows and Cash Flow Statements	Assignment	Ability to forecast and create equity research report	15 Hours
Cash Flows - Developing dynamic models using Excel - Equity Valuation using DDM, DCF, Relative Valuation, Residual Valuation - Scenario Manager, Goal Seek, Solver				
Module 4	Merger & Acquisition (M&A) Model	Experiential Learning	Ability to M&A report	15 Hours
Building Merger Inputs - Stock and Cash Mix Deal - Acquisition assumptions and valuation -Sources and uses of funds - Share issuance and ownership dilution - Relative P/Es - EPS accretion / (dilution) - Proforma debt ratings - Synergies vs premium analysis - Return on invested capital				
Text Book T1: Financial Analysis with Microsoft Excel, 7th edition, Timothy R. Mayes and Todd M. Shank, South-Western Cengage Learning, 2012, ISBN: 978-1-285- 43227-4				
Reference Books R1: Financial Modeling Using Excel and VBA – Chandan Sengupta – John Wiley & Sons R R2: Corporate Financial Analysis with MS Excel – Francis J Clauss – McGraw-Hill				

Catalogue prepared by	Dr. Y. Venkata Rangaiah
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: FIN4510	Course name: Fintech Course type : STE	L- T - P- C	2	1	0	3
Version No.	1.0					
Course Pre-requisites	NIL					
Anti-requisites	**NIL**					
Course Description	The FinTech course is designed to provide students with a comprehensive understanding of the rapidly evolving financial technology ecosystem and its impact on the global and Indian financial services industry. The course examines the convergence of finance, technology, innovation, and regulation, enabling students to understand how emerging technologies are transforming banking, payments, lending, investments, insurance, and wealth management.					
Course Out Comes	CO1: Explain the structure, components, and functioning of the FinTech ecosystem and evaluate the impact of technological innovations on financial services. CO2: Analyze digital banking systems, payment technologies, financial inclusion initiatives, and emerging business models in the financial sector. CO: Apply concepts of blockchain, artificial intelligence, machine learning, cloud computing, and financial analytics to solve business and financial problems. CO4: Evaluate regulatory, compliance, cybersecurity, and risk management challenges associated with FinTech operations and digital financial services.					
Course objective	FinTech develops key skills such as digital literacy, financial data analysis, problem-solving, and innovation thinking. It also enhances understanding of modern financial tools like digital payments, blockchain, and AI-based finance, preparing students for technology-driven roles in banking and financial services.					
Course Content:						
Module 1	Foundations of FinTech and Digital Financial Services	**Lectures and Tutorials**		**10hrs**		

Introduction to FinTech: Evolution of FinTech, FinTech ecosystem, FinTech business models, global and Indian FinTech landscape, digital transformation in financial services. **Digital Banking and Financial Inclusion:** Internet banking, mobile banking, payment banks, neo-banks, financial inclusion initiatives, Aadhaar, Jan Dhan Yojana, Account Aggregator Framework. **Digital Payment Systems:** UPI, IMPS, NEFT, RTGS, mobile wallets, payment gateways, payment aggregators, Bharat Bill Payment System, merchant payments and cross-border payments. **FinTech Business Models:** Banking-as-a-Service (BaaS), embedded finance, platform-based models, marketplace lending, financial marketplaces and ecosystem partnerships.				
Module 2	Emerging Technologies and Analytics in FinTech	**Lectures and Tutorials**		**13hrs**
Blockchain Technology: Distributed ledger technology, consensus mechanisms, blockchain architecture, smart contracts and enterprise blockchain applications. **Cryptocurrency and Digital Assets:** Cryptocurrencies, stable-coins, tokenization, crypto exchanges, digital assets and Central Bank Digital Currency (CBDC). **Artificial Intelligence and Machine Learning**: AI applications in banking, robo-advisory services, credit scoring, fraud detection, customer analytics and intelligent automation. **Big Data and Financial Analytics:** Data mining, predictive analytics, financial modelling, customer analytics, business intelligence and financial decision-making. **Cloud Computing and Open Banking:** Cloud infrastructure, API banking, open banking frameworks, embedded finance and platform ecosystems. **Robotic Process Automation and IoT:** Automation of financial operations, workflow optimization, connected financial services and smart financial ecosystems.				
Module 3	FinTech Regulation, Risk Management and Cybersecurity	**Lectures and Tutorials**		**10hrs**
Regulatory Framework for FinTech: Role of RBI, SEBI, IRDAI, PFRDA and NPCI, regulatory sandbox, FinTech policies and governance. **RegTech and Compliance:** KYC, e-KYC, AML regulations, compliance automation, transaction monitoring and digital compliance management. **Risk Management in FinTech:** Credit risk, market risk, liquidity risk, operational risk, model risk and enterprise risk management. **Cybersecurity in Financial Services:** Cyber threats, information security, cloud security, identity management, cyber resilience and security frameworks. **Fraud Management and Data Privacy:** Financial fraud detection, fraud analytics, identity theft prevention, data protection, privacy regulations and governance. **Ethical and Sustainable Finance:** Consumer protection, responsible AI, ethical FinTech practices, ESG principles and green finance.				
Module 4	FinTech Innovation, Entrepreneursh	**Lectures and Tutorials**		**12hrs**

	ip and Industry Applications			

Digital Lending and Alternative Finance: Peer-to-peer lending, Buy Now Pay Later (BNPL), invoice financing, supply chain finance and alternative credit assessment.
Wealth-Tech and Insur-Tech: Digital wealth management, robo-advisory platforms, investment technologies, digital insurance platforms and claims automation.
Capital Market Technologies: Algorithmic trading, online brokerage platforms, digital investment services and capital market innovations.
Crowdfunding and Alternative Investments: Equity crowdfunding, debt crowdfunding, reward-based crowdfunding and alternative investment platforms.
FinTech Entrepreneurship: Startup ecosystem, innovation management, design thinking, business model development and product innovation.
Venture Capital and FinTech Funding: Angel investment, venture capital, private equity, startup valuation and fundraising strategies.
Emerging Trends and Industry Applications: Decentralized Finance (DeFi), Web3, embedded finance, quantum computing applications, metaverse finance and future trends in FinTech.

Targeted Application & Tools that can be used: NA
FinTech (Financial Technology) applies technology to improve and automate financial services. It is widely used in digital payments, online banking, mobile wallets, blockchain, cryptocurrency, peer-to-peer lending, robo-advisory services, and crowdfunding platforms. FinTech enhances financial inclusion, reduces transaction costs, improves customer experience, and increases operational efficiency. The subject equips learners with knowledge of technology-driven financial innovations that support modern banking, investment management, risk assessment, and digital financial ecosystems.

Text Books:
1. FinTech: AI Transforming Modern Digital Finance,1st Edition, By Mousumi Bhattacharya, 2026
2. Digital Finance 2.0 (Fintech Strategies, Risks and Future Trends) , by Dr. Trinley Paldon Dr. Devakumar, 2025

Reference Books :
FinTech: Finance, Technology and Regulation – Ross P. Buckley, Douglas W. Arner, Dirk A. Z **2023**
The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries – Susanne Chishti & Janos Barberis**, 2016**

Catalogue prepared by	Faculty : Dr Megha Pandey School of Management – UG
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: FIN4507	Course Title: Fundamental & Technical Analysis	**L-T-P- C**	**2**	**1**	**0**	**3**
Version No.	1.0					
Course Pre-requisites	Nil					
Anti-requisites	NIL					
Course Description	This course provides an integrated framework for security valuation and market timing by examining both fundamental analysis—through financial statement interpretation, ratio analysis, and intrinsic value modeling—and technical analysis via chart patterns, indicators, and trend recognition. Students will learn to assess company performance, industry dynamics, and macroeconomic factors to determine underlying asset value while simultaneously applying price-action methodologies to identify entry, exit, and risk management signals across equity, commodity, and currency markets. The curriculum bridges quantitative rigor with behavioral market insights, enabling participants to construct robust, multi-dimensional investment strategies that adapt to varying market regimes and investor time horizons.					
Course Outcomes	CO1: Explain the core principles, assumptions, and methodologies underlying fundamental and technical analysis, distinguishing their appropriate applications across asset classes and market conditions. **(Understanding)** CO2: Calculate and interpret financial ratios, valuation multiples, and intrinsic value estimates from corporate financial statements, and apply technical indicators and chart patterns to identify trading signals. **(Applying)** CO3: Analyse the strengths, limitations, and interdependencies of fundamental and technical approaches by analyzing historical case studies, market anomalies, and conflicting signal scenarios. **(Analyzing)** CO4: Develop fundamental valuation insights with technical timing signals to construct, backtest, and present an integrated investment strategy with defined risk parameters and performance benchmarks. **(Creating)**					
Course Objective:	The course aims at **skill development** with respect to Fundamental & Technical Analysis through **participative learning**.					
Course Content						
Module 1	Introduction to Fundamental Analysis & Stock Analysis using Excel	Assignment Project-Based Learning		10 sessions		
Difference between fundamental and technical analysis - Setting up Excel for financial analysis (formulas, tables, charts) - Importing stock data into Excel from Yahoo Finance - Building a simple stock watchlist and price tracker - Introduction to TradingView interface and basic charts. Key ratios: P/E, P/B, ROE, ROA, debt-to-equity, current ratio - Building a ratio analysis dashboard in Excel - Using Screener.in to filter						

stocks by fundamentals - Comparing companies within the same sector. Build a fundamental analysis Excel model for 3 companies in one sector. Create an Excel stock tracker and explore TradingView charts for 5 companies.				
Module 2	Fundamental Analysis - Valuation Models	Assignment Problem-Based Learning (PBL)		12 Sessions
Discounted Cash Flow (DCF) basics in Excel - Comparable company analysis (trading multiples) - Dividend discount model for stable companies - Sensitivity analysis using Excel data tables - Interpreting intrinsic value vs. market price. Value a company using DCF and comparable multiples in Excel.				
Module 3	Technical Analysis - Chart Patterns & Indicators	Project (Experiential Learning)		12 Sessions
Candlestick patterns and chart types on TradingView - Support and resistance levels - Moving averages (SMA, EMA) and crossover signals - RSI and MACD indicators for buy/sell signals - Volume analysis and trend confirmation. Analyze 5 stocks on TradingView using moving averages, RSI, and MACD.				
Module 4	Technical Analysis - Advanced Patterns & Strategies	Assignment (Experiential Learning)		11 Sessions
Trend lines, channels, and chart patterns (head & shoulders, triangles) - Fibonacci retracement and extension levels - Bollinger Bands and volatility analysis - Backtesting simple strategies in Excel - Combining multiple indicators for trade decisions. Build a trading strategy using 2-3 indicators and backtest in Excel.				

Targeted Application & Tools that can be used:

- Students can utilize Bloomberg Terminal or Capital IQ for fundamental data access and financial statement analysis, Excel with FactSet or WRDS integration for building valuation models and ratio dashboards, TradingView or MetaTrader for technical charting, pattern recognition, and indicator backtesting, and yfinance for automating both fundamental screening and technical signal generation, enabling a seamless workflow from data acquisition to strategy validation across equity, commodity, and currency markets.

Textbook:

- T 1 - *Security Analysis* by Benjamin Graham and David Dodd (McGraw-Hill, 6th Edition, 2008)
- T 2 - *Technical Analysis of the Financial Markets* by John J. Murphy (New York Institute of Finance, 2nd Edition, 1999)

Reference Books:

- R 1 - *The Intelligent Investor* by Benjamin Graham (Harper Business, Revised Edition, 2006)
- R 2 - *Japanese Candlestick Charting Techniques* by Steve Nison (New York Institute of Finance, 2nd Edition, 2001)

Catalogue prepared by	Dr. S. Baranidharan
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	

Course Code: FIN4512	Global Financial Management	L-T-P-C	2	1	0	3
Version No.	1.0					
Course Pre - requisites	GMM4117					
Anti-requisites	Nil					
Course Description	This course examines international financial markets, foreign exchange risk management, global capital budgeting, and strategic financial decision-making for multinational corporations. It emphasizes global investment and financing strategies, international working capital management, cross-border financial operations, and the impact of the global economic environment on corporate financial decisions.					
Course Outcomes	CO 1: Explain the core concepts of international financial management and the functioning of global monetary systems (Understanding) CO 2: Analyze foreign exchange rate determinants, hedging techniques, and international parity relationships. (Applying) CO 3: Evaluate international capital budgeting decisions, cost of capital, and financing strategies for MNCs. (Analyzing) CO 4: Design integrated global financial management strategies addressing risk, capital structure, and cross-border investments (Evaluating)					
Course Objectives	This course is aimed at Skill Development, in Global Financial Management, through Participative Learning methods.					
Module 1	Foundations of Global Financial Management	Lecture Method	Understand	12 Sessions		
Introduction to International Financial Management: Globalization of Business - The International Monetary System: Gold Standard to Bretton Woods - Balance of Payments (BOP) Accounting and Analysis - Foreign Exchange Markets: Structure, Participants, and Instruments - Exchange Rate Determination: Purchasing Power Parity (PPP) - Interest Rate Parity (IRP) and Forward Rate Determination - International Arbitrage and the Law of One Price - Exchange Rate Regimes: Fixed, Floating, and Managed - Currency Crises and Role of IMF/World Bank - Global Financial Institutions and Regulatory Frameworks - Case Study: 2023 USD Stability & Emerging Market Volatility.						
Module 2	Foreign Exchange Risk Management	Participative Learning	Apply	11 Sessions		
Exposure Types: Transaction, Translation, Economic Risk - Hedging with Forward Contracts: Mechanics & Applications - Money Market Hedging and Synthetic Forwards - Futures Contracts: CP Markets and Margin Requirements - Currency Options: Calls, Puts, and Binomial Pricing - Optimal Hedging Strategies: Risk-Return Tradeoff - Cross-Hedging and Basket Currency Strategies - Derivatives for Interest Rate Risk: Swaps & FRAs - Accounting for Foreign Exchange Gains/Losses - Behavioral Finance in FX Markets: Overreaction & Bias – Case Study: HSBC's 2024 EUR/USD Hedging Program						
Module 3	International Capital Budgeting & Financing	Case Study-Based Learning	Apply	11 Sessions		

MNC Capital Budgeting: NPV in Multiple Currencies - Adjusted Present Value (APV) for Foreign Projects - Estimating Foreign Cash Flows: Tax, Transfer Prices - Country Risk Premium and Discount Rate Adjustment - International Cost of Equity: CAPM Extensions - Global WACC and Capital Structure for MNCs - Sources of International Finance: Eurobonds, NFCs - Foreign Direct Investment (FDI) vs. Joint Ventures - Political Risk Insurance and Expropriation Protection - Real Options in International Investment – Case Study: Tata Motors' Mexico Plant Investment				
Module 4	Strategic Global Financial Management	Skill based Learning	Evaluating	11 Sessions
Working Capital Management in MNCs - Short-Term Foreign Financing: Trade Credit, Forfaiting - Global Cash Management: Concentration Banks - Transfer Pricing Strategies and Tax Optimization - EVA and Performance Measurement for MNCs - Global Merger & Acquisition Valuation - Cross-Border Restructuring and Divestiture - ESG Integration in Global Finance - Blockchain & Digital Currencies in FX - Emerging Markets: India, China, ASEAN Finance - Capstone: Design Global Finance Strategy for Indian MNC				
Textbooks 1. International Financial Management (3rd ed.) by Cheol S. Eun & Bruce G. Resnick, McGraw-Hill, 2al 2023 Reference Books (4) 1. Multinational Business Finance (15th ed.) by Eiteman, Stonehill & Moffett, Pearson, 2021 2. Global Financial Management: Concepts and Cases by Agnès Becuwe et al., Springer, 2022				

Catalogue prepared by	Dr. Kushini Prasad
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	

Course Code: FIN4513	Course name: Insurance and Risk Management Course type: Theory	L- T - P- C	3	0	0	3
Version No.	1.0					
Course Pre-requisites	Nil					
Anti-requisites	**Nil**					
Course Description	This course provides an in-depth understanding of insurance principles, risk management practices, and the role of insurance in mitigating financial and operational risks faced by individuals and organizations. It covers various insurance products, risk assessment techniques, enterprise risk management frameworks, and contemporary developments in the insurance industry. The course equips students with analytical and decision-making skills required for careers in insurance, risk consulting, banking, and corporate risk management.					
Course Out Comes	**CO1.**Explain the concepts, principles, and functions of insurance and risk management (**Understanding)** **CO2** Apply different types of insurance products and their applications in personal and business risk management **(Applying)** **CO3.** Analyze risk assessment, risk financing, and enterprise risk management strategies. (**Analysing)** **CO4.** Assess emerging risks and regulatory frameworks influencing the insurance industry. **(Evaluating)**					
Course objective	The course aims at **Skill Development** with respect to insurance and risk management through **Participative learning techniques.**					
Course Content:						
Module 1	**Fundamentals of Insurance and Risk Management**	**Assignment**	**Case study**		**11 sessions**	
Concept, nature, and objectives of risk management, Types of risks: Pure and speculative risks; fundamental and particular risks Risk management process and techniques, Principles of insurance: Utmost good faith, insurable interest, indemnity,						

contribution, subrogation, proximate cause ,Insurance contract: Features and essentials, Structure and functioning of the insurance industry, Role of insurance in economic development.

Module 2	**Life and Health Insurance**	**Assignment**	**Case study**	**12 Sessions**

Life insurance: Nature, significance, and types of policies, Traditional and modern life insurance products, Premium determination and policy valuation concepts, Health insurance: Individual, family floater, group health insurance, Mediclaim, critical illness, and personal accident policies, Underwriting process and claims settlement, Retirement and pension products.

Module 3	**General Insurance and Risk Financing**	**Presentations**	**Case study**	**12 Sessions**

- General insurance: Principles and scope ,Fire insurance, marine insurance, motor insurance, liability insurance ,Property and engineering insurance ,Commercial and industrial risk coverage ,Risk financing techniques: Retention, transfer, sharing, and hedging ,Reinsurance: Concepts, functions, and types ,Insurance pricing and underwriting practices .

Module 4	**Enterprise Risk Management and Emerging Trends**	**Group projects**	**Case study**	**10 Sessions**

Enterprise Risk Management (ERM): Concepts and frameworks , Risk governance and risk culture ,Operational, financial, strategic, and compliance risks ,Regulatory framework of insurance sector ,Role of technology in insurance (InsurTech) Insurance in India, Cyber risk insurance and climate risk insurance ,ESG and sustainability risks ,Emerging trends in global insurance markets .

Targeted Application & Tools that can be used: This course equips MBA students with practical knowledge and skills required for careers as Risk Analyst, Insurance Underwriter, Claims Manager, Insurance Consultant, Enterprise Risk Manager, Actuarial Analyst, Compliance Officer, Corporate Risk Executive, and Financial Risk Analyst.

MS Excel – Risk analysis, premium calculations, loss forecasting, sensitivity analysis, and scenario planning.

Power BI/Tableau – Risk dashboards, claims analysis, and insurance portfolio visualization.

SPSS/R – Statistical analysis, risk modelling, and actuarial applications. **Monte Carlo Simulation Tools (@Risk, Crystal Ball)** – Risk quantification and scenario analysis.

Text Book:

1.Principles of Risk Management and Insurance – George E. Rejda & Michael McNamara.

Reference Books:

1.Risk Management and Insurance – Scott E. Harrington & Gregory R. Niehaus.

2. Insurance and Risk Management – P. K. Gupta.

3. Insurance Regulatory and Development Authority of India publications and annual reports. IRDAI Official Website	
Catalogue prepared by	Dr. Anitha.S.Yadav School of Management – PG
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: FIN4511	**Course name:** Personal Wealth Management **Course type:** Theory	L- T - P- C	3	0	0	3
Version No.	1.0					
Course Pre-requisites	FIN4111					
Anti-requisites	**Nil**					
Course Description	This course designed to help students understand effective and efficient utilization of money to achieve financial freedom and wealth creation. The objective of the course is to expose students to the domain of financial planning for individuals, creation of household budgets, computation the insurance need, need of retirement planning and tax planning. On completion of the course students would be able to take informed, rational and personal financial decisions.					
Course Out Comes	**CO1.** Summarize the process of Personal Wealth Management (**Understanding)** **CO2** Identify the need for investment planning and its protection **(Applying)** **CO3.** Plan various Tax planning strategies (**Applying)** **CO4.** Analyze the distribution of Retirement Corpus and do Succession Planning **(Analyzing)**					
Course objective	The course aims at **Skill Development** with respect to personal wealth management through **Participative learning techniques.**					
Course Content:						

Module 1	**Introduction to Personal Finance and Money Management**	**Assignment**	**Case study**	**11 sessions**
Meaning, Process, Need, Scope and Challenges. Personal Financial Planning, Preparation of Personal Budget, Personal Financial Statements. Money Management- Overview, process, micro factors of money management. Financial Ratios, Cash Flow and Budget, Time Value of Money.				
Module 2	**Investment Planning and Insurance**	**Assignment**	**Case study**	**12 Sessions**
Investment Planning: Investment Criteria. Investment in Shares, Debentures, Corporate and Government Bonds, Mutual Fund. Investment in Physical Assets – Real Estate, Gold and Silver and Crypto assets. Risk and Return associated with these investments. Case studies on risk and return of various investments. Insurance Planning: Meaning, Types of Insurance, Basic Principles of Insurance, Rights and Responsibilities of Insurer and Insured, Types of Life Insurance Policies, Health Insurance- Critical Illness				
Module 3	**Tax Planning and Management**	**Presentations**	**Case study**	**10 Sessions**
Concepts, Tax Planning, Tax Evasion, Tax Avoidance and Tax Management. Types of Income, Computation of Income Tax Liability, Tax planning for individuals				
Module 4	**Retirement and Succession Planning**	**Group projects**	**Case study**	**12 Sessions**
Concept, need, importance of planning, accumulation and distribution of Retirement Corpus, computation of required Corpus, investment avenues, Defined Benefit and Defined Contribution Plans, Pension Products, National Pension Scheme. Succession Planning: Concept, Need, Testate Succession, Intestate Succession, Will, Probate, Trusts.				
Targeted Application & Tools that can be used: This course equips MBA students with practical knowledge and skills required for careers as Personal finance manager, tax Analyst, Insurance Underwriter, credit Manager, Insurance Consultant and financial planning Analyst. **MS Excel:** Budgeting, cash-flow projections, retirement planning, and portfolio analysis. **Google Sheets:** Cloud-based alternative for collaborative financial modeling. **Power BI/Tableau** – Risk dashboards, claims analysis, and insurance portfolio visualization. **SPSS/R** : Statistical analysis for wealth management research.				
Text Book: 1. Personal Finance, 13th Edition-2017, by E. Thomas Gorman and Raymond E. Forgue, publisher: Southwest-Western Cengage Learning. **Reference Books:**				

1. Personal Finance, Jack R. Kapoor, Les R. Dlabay and Robert J. Hughes, Tat 14th edition-2025, McGraw-Hill Publishing Company Ltd. New Delhi. 2. Insurance and Risk Management – P. K. Gupta. IRDAI Official Website	
Catalogue prepared by	Dr. Pramod Kumar Pandey School of Management – PG
Recommended by the Board of Studies on	
Date of Approval by the Academic Council	

Course Code: FIN4503	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	Nil					
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 type of merger, theories of merger, merger deal, Business valuation and pre and post-merger performance evaluation, post-merger integration challenges, strategies for hostile takeovers, with special focus on legal frameworks and strategic restructuring options.					
Course Outcomes	**1**.Explain types of M&A and the strategic rationale for restructuring (**L2 Understanding)** **2**. Apply various corporate restructuring and hostile takeover strategies in the context of corporate growth and reorganization **(L3 Applying)** **3.** Analyze the application of valuation techniques in determining the financial viability and value creation potential of business deals **(L4 – Analyzing)** **4**.Evaluate pre-merger and post-merger organizational performance and critically assess the challenges involved in merger integration **(L5 Evaluating)**					
Course Objective:	The course aims at **Skill Development** with respect to mergers and acquisitions through **Participative learning**.					
Course Content						
Module 1	**Fundamentals of M&A and Strategic Rationale**	**Assignment (Participative Learning)**		**8 Sessions**		
Overview of Mergers & Acquisitions, understanding trends and waves, current scenario, Understanding the Concept & rationale, type of mergers, Merger motives, Understanding Strategic fit, synergy gains, Corporate Growth Strategy, Strategic Investment Choice for Inorganic Growth M & A strategic process. Case study						

Module 2	**Corporate Restructuring**	**Assignment (Participative Learning)**		**7 Sessions**
• Understanding Corporate restructuring, types of corporate restructuring, Organization restructuring, financial restructuring, portfolio restructuring, Alliances and joint ventures, Divestitures, spin-offs, sell-offs and demerger, Hostile takeover defense strategy. Due diligence, disclosures, and compliance				
Module 3	**Business Valuation and Consideration Paid in M&A Regulatory and Legal Framework in M&A**	**Project (Experiential Learning)**		**15 Sessions**
Apply business valuation concepts to M & A – DCF, FCF, EVA, Residual income, Relative valuation Consideration paid, Fundamental value and acquisition premium. Efficiency gain, Synergy gain, opportunity cost, non-operating assets, Intangible assets. Consideration paid in M & A, LBO's .SEBI Takeover Code and the Companies Act Indian legal environment: Companies Act, SEBI Takeover Code, Case study				
Module 4	**Share Exchange Ratio & Post-Merger Integration challenges**	**Assignment (Participative Learning)**		**15 Sessions**
Cost and Benefit analysis of merger, Share exchange ratio- problems on calculation of pre and post-merger performances. M & A integration post-merger integration, Factors affecting integration, Integration planning: HR, culture, systems alignment, Functional integration challenges. Analysis of Failed mergers and remedial measures. Case Study				

Targeted Application & Tools that can be used:

The course equips students with practical skills to evaluate M&A deals, 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 –M&A modelling, synergy estimates
- Databases – Bloomberg, Capital IQ, CMIE for industry/M&A data
- Platforms – SEBI portal, MCA filings for legal compliance
- Project work- Real-world case studies for insights into successful and failed M&A efforts.

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

Catalogue prepared by	Dr. Anitha.S.Yadav
Recommended by the Board of Studies on	BOS NO:
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Course Code: FIN4509	Sustainable and Green Finance Strategies	**L-T-P-C**	**2**	**1**	**0**	**3**
Version No.	1.0					
Course Pre - requisites	GMM4117					
Anti-requisites	Nil					
Course Description	This course provides a comprehensive strategic framework for understanding and implementing sustainable and green finance practices, covering ESG integration, green financial instruments, climate finance mechanisms, and corporate climate risk management aligned with global net-zero transition goals. Course designed theoretical foundations with practical applications in sustainable investment strategies and regulatory compliance.					
Course Outcomes	**CO1**: Explain triple bottom line, SDGs, and ESG frameworks; describe ESG scoring for measuring environmental, social, and governance performance. (Understanding) **CO2:** Apply ESG integration to construct sustainable portfolios, calculate ESG-efficient frontiers, and demonstrate decarbonization and shareholder engagement strategies. (Applying) **CO3:** Apply green bonds, carbon markets, and climate finance mechanisms to design financing strategies for renewable energy and infrastructure projects. (Applying) **CO4:** Evaluate climate financial risks using TCFD frameworks, assess sustainable capital budgeting, and critique net-zero strategies against regulatory requirements. (Evaluating)					
Course Objectives:	This course is aimed at **Skill Development**, in Sustainable and Green Finance Strategies through **Participative Learning** methods.					
Module 1	Foundations of Sustainability and ESG Strategic Frameworks	Lecture Method	Understand	12 Sessions		
Introduction to Sustainability & Triple Bottom Line Approach- Sustainable Development Goals (SDGs)- ESG Frameworks & PRI Principles - ESG Metrics, Scoring & Rating Agencies - ESG Risk Assessment Strategies.						
Module 2	ESG and Sustainable Investment Strategies	Participative Learning	Apply	11 Sessions		
Sustainable Investing & Impact Investing Strategies - Socially Responsible Investing (SRI) - ESG Portfolio Construction & Efficient Frontier - ESG Portfolio Decarbonization - Stewardship & Shareholder Activism (Engagement & Voting)						

Module 3	Green Financial Instruments and Climate Finance Strategies	Case Study-Based Learning	Apply	11 Sessions
Green Bonds & Sovereign Green Bonds Framework - Sustainability-linked Bonds & Blue Bonds - Carbon Credits, Carbon Markets & Carbon Pricing - Climate Finance Mechanisms & Renewable Energy Financing - Sustainable Infrastructure Financing Strategies.				
Module 4	Sustainable Corporate Finance Strategies and Climate Risk Management	Skill based Learning	Evaluating	11 Sessions
Sustainable Capital Budgeting & ESG Integrated Financial Analysis - Sustainable Corporate Governance - Climate-related Financial Risks: Transition & Physical Risk - TCFD Framework & Climate Risk Reporting - Integrated Reporting & Sustainable Performance Measurement - Net-Zero Strategies & Regulatory Developments (India/RBI)				
37.				

Text book

1. **Simon Thompson**, *Green and Sustainable Finance: Principles and Practice in Banking, Investment and Insurance* (2nd ed.), Kogan Page, 2025. (640 pages) [Endorsed by Chartered Banker Institute]

Reference Books -2

1. **Saurabh Gupta & Rakesh Nagar**, *ESG Investing in India: Framework, Metrics and Practice*, Oxford University Press, 2024.
2. **Suranjali Tandon** (Ed.), *Scaling Up Sustainable Finance and Investment in India*, NIPFP/OECD, 2024.

Catalogue prepared by	Dr. Kushini Prasad
Recommended by the Board of Studies on	BOS NO:
Date of Approval by the Academic Council	

Course Code: FIN4504	Course name: Tax Laws and Practices Course type: Theory	L- T - P- C	3	0	0	3
Version No.	1.0					
Course Pre-requisites	FIN4111					
Anti-requisites	**Nil**					
Course Description	This course provides a foundational understanding of India's direct and indirect taxation system as per Finance Act 2026. 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 Out Comes	**CO1.** Explain personal taxable income and tax payable thereon (**Understanding)** **CO2.** Apply different types of returns and assessments **(Applying)** **CO3.** Identify corporate taxable income and tax payable thereon (**Applying)** **CO4.** Utilize basic provisions of GST **(Applying)**			
Course objective	The course aims at **Skill Development** with respect to taxation through **Participative learning techniques.**			
Course Content:				
Module 1	**Introduction to Taxation**	**Assignment**	**Case study**	**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 and Capital gain				
Module 2	**Tax computation for individuals**	**Assignment**	**Case study**	**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 under income tax				
Module 3	**Corporate taxation**	**Presentations**	**Case study**	**12 Sessions**
Taxation of domestic and foreign companies; Minimum Alternate Tax (MAT); Corporate tax rates and amendments; Corporate tax computation. Hands on training: Case studies on corporate tax planning				
Module 4	**Goods and Services tax**	**Group projects**	**Case study**	**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. Return filing under GST				
Targeted Application & Tools that can be used: This course equips MBA students with practical knowledge and skills required for careers as Tax Analyst, Tax practitioner, tax Manager, Tax Consultant, GST Analyst, Tax Compliance Officer and GST Manager **Microsoft Excel:** Tax calculations, financial modelling, Tax planning scenarios, GST and income tax computations				

Google Sheets: Collaborative tax projects and assignments **Microsoft Power BI:** Tax analytics dashboards, Compliance monitoring, Financial reporting **Tableau:** Tax trend analysis**,** Visualization of tax data	
Text Book: 1. Singhania, V. K. & Singhania, K. (2024). Direct Taxes Law & Practice. Professional edition; Taxmann **Reference Books:** 2. Gupa, R. & Ahuja G. (2024). Practical Approach to Direct & Indirect Taxes. Commercial law publishers (India) Pvt. Ltd.; 45th edition 3. Gour, M., Bansal, K.M. & Datey, V.S. (2024), Indirect tax laws, 1st Edition, Taxmann 4. https://www.incometax.gov.in 5. https://services.gst.gov.in	
Catalogue prepared by	Dr. Pramod Kumar Pandey School of Management – PG
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