

GU/Acad –PG/BoS -NEP/2025-26/378

Date: 04.09.2025

CIRCULAR

The Academic Council & Executive Council of the University has approved Ordinance OA-35A relating to PG Programmes offered at the University campus and its affiliated Colleges based on UGC 'Curriculum and Credit Framework for Postgraduate Programmes'. Accordingly, the University has proposed introduction of Ordinance OA-35A from the Academic year 2025-2026 onwards.

The Programme structure and syllabus of Semester I and II of the **Master of Business Administration (Financial Services)** Programme approved by the Standing Committee of the Academic Council in its meeting held on 24th & 25th June 2025 is attached.

The Dean & Vice-Dean (Academic) of the Goa Business School are requested to take note of the above and bring the contents of the Circular to the notice of all concerned.

(Ashwin V. Lawande)
Deputy Registrar – Academic

To,

1. Dean, Goa Business School, Goa University.
2. Vice-Dean (Academic), Goa Business School, Goa University.

Copy to:

1. Chairperson, BoS in MBA (Financial Services), Goa University.
2. Programme Director, MBA (Financial Services), Goa University.
3. Controller of Examinations, Goa University.
4. Assistant Registrar Examinations (PG), Goa University.
5. Director, Directorate of Internal Quality Assurance, Goa University for uploading the Syllabus on the University website.

GOA UNIVERSITY

MASTER OF BUSINESS ADMINISTRATION (FINANCIAL SERVICES)

(Effective from the Academic Year 2025-26)

ABOUT THE PROGRAMME

The MBA (Financial Services) programme at Goa University is a two-year programme specially designed to equip students with in-depth knowledge of financial services segments, including banking, capital markets, insurance, and financial technology. It blends theoretical rigor with practical exposure, preparing graduates for dynamic careers in India's evolving financial services sector.

OBJECTIVES OF THE PROGRAMME

1. To develop a comprehensive understanding of financial principles, instruments, markets and institutions relevant to banking and financial services.
2. To equip students with analytical and decision-making skills required for managing financial services in a dynamic economic environment.
3. To foster technological and regulatory competence to adapt to evolving financial innovations and compliance frameworks.
4. To prepare graduates for managerial roles through experiential learning, industry engagement, and ethical financial management practices.

PROGRAMME SPECIFIC OUTCOMES (PSO)	
PSO 1.	Apply knowledge of management and finance to identify and resolve problems in delivering corporate and retail financial services.
PSO 2.	Apply leadership skills, communication and interpersonal skills, analytical and quantitative skills, for data-driven decision making, management of financial risks, and optimization of resource allocation in varied segments of financial services.
PSO 3.	Design and execute strategies and plans for rendering financial services in alignment with the entity profile, expectations, and goals with a high level of integrity and ethics.
PSO 4.	Demonstrate the ability to analyze and apply digital technologies and innovations, such as fintech solutions and digital financial assets, to enhance financial decision-making and drive business transformation in the digital economy.

PROGRAMME STRUCTURE
MBA (Financial Services)
Effective from Academic Year 2025-26

Bridge Courses			
Sr. No.	Course Code	Title of the Course	Credits
1	MGF-1000	Accounting for non-accountants	1
2	MGF-1001	Indian Financial System	1

SEMESTER I				
Discipline Specific Core (DSC) Courses (16 credits)				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	MGF-5000	Financial Services	4	400
2	MGF-5001	Capital Markets	4	400
3	MGF-5002	Essentials of Management	4	400
4	MGF-5003	Business Communication	4	400
Total Credits for DSC Courses in Semester I			16	
Discipline Specific Elective (DSE) Course (4 credits)				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	MGF-5201	Bank and Insurance Management	4	400
2	MGF-5202	Mutual Fund Investments	4	400
3	MGF-5203	Corporate Governance & Ethics	4	400
4	MGF-5204	Global Financial Markets	4	400
5	MGF-5205	Fundamentals of Fintech	4	400
Total Credits for DSE Courses in Semester I			4	
Total Credits in Semester I			20	

SEMESTER II				
Discipline Specific Core (DSC) Courses				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	MGF-5004	Investment Management	4	500
2	MGF-5005	Corporate Finance	4	500
3	MGF-5006	Strategic Management	4	500
4	MGF-5007	Quantitative Techniques for Finance	4	500
Total Credits for DSC Courses in Semester II			16	
Discipline Specific Elective (DSE) Courses (4 credits)				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	MGF-5206	Financial Derivatives	4	400
2	MGF-5207	Mergers and Acquisitions	4	400
3	MGF-5208	Digital Finance	4	400
4	MGF-5209	Alternative Investment	4	400
5	MGF-5210	Marketing Management for Financial Services	4	400
Total Credits for DSE Courses in Semester II			4	
Total Credits in Semester II			20	

BRIDGE COURSES

Title of the Course	Accounting for non-accountants
Course Code	MGF-1000
Number of Credits	01
Theory/Practical	Theory
Level	400
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value added Course	Yes
Course for advanced learners	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To equip non-accounting students with essential accounting concepts and practical skills to understand, record, and interpret basic financial transactions and statements for better business and managerial decision-making.			
Course Outcomes:	Upon completion of the course, students will be able to:			Mapped to PSO
	CO 1. To understand the basic business transactions using fundamental accounting principles.			PSO1
	CO 2. To understand and analyze the financial statements			PSO1
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Accounting	8	CO1	K1, K2

	1.1 Accounting: Overview, Objective, Scope, Accounting Terminologies			
	1.2 Accounting Principles and Concepts (GAAP, Double Entry System)		CO1	K1, K2
	1.3 Accounting Rules and Equation		CO1	K1, K2, K3
	1.4 Journal Entries, Ledger Posting and Trial Balance: Purpose and Importance		CO1	K1, K2, K3, K4
Unit/Module 2:	Understanding Financial Statements	7	CO2	K1, K2
	2.1 Financial Statements: Meaning, Need, Components of financial statements			
	2.2 Types of Financial Statement, Structure of Financial Statements, Types of Financial statement analysis		CO2	K1, K2, K3, K4, K5
	2.3 Role and Importance of financial statements in managerial decisions		CO2	K1, K2, K4
Texts:	1. Maheshwari, S. N., & Maheshwari, S. K. (2022). <i>An introduction to accountancy</i> (12th ed.). Vikas Publishing House. New Delhi. 2. Tulsian, P. C., & Tulsian, B. (2023). <i>Tulsian's principles of accounting</i> . McGraw Hill Education. Mumbai. 3. Gupta, R. L., & Radhaswamy, M. (2022). <i>Financial accounting</i> . Sultan Chand & Sons. New Delhi.			
References/ Readings:	1. Horngren, C. T., Sundem, G. L., Elliott, J. A., & Philbrick, D. (2021). <i>Introduction to financial accounting</i> (11th ed.). Pearson Education. New Delhi. 2. Mukherjee, A., & Hanif, M. (2022). <i>Modern accountancy: Volume I</i> (4th ed.). McGraw Hill Education. New Delhi. 3. Narayanswamy, R. (2023). <i>Financial accounting: A managerial perspective</i> (7th ed.). PHI Learning Pvt. Ltd. New Delhi.			
Web Resources:	https://www.icai.org/			

Title of the Course	Indian Financial System
Course Code	MGF-1001
Number of Credits	01
Theory/Practical	Theory
Level	400
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value added Course	Yes
Course for advanced learners	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To familiarize learners with the structure, functions, and key components of the Indian financial system and its role in economic development.			
Course Outcomes:	Upon completion of the course, students will be able to:			Mapped to PSO
	CO 1. To understand the structure and key institutions of Indian financial system			PSO1
	CO 2. To explain the functioning of financial markets and regulatory bodies in India			PSO1
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Indian Financial System 1.1 Meaning and Importance of Financial System	7	CO1	K1, K2

	1.2 Components and Structure of Indian Financial System		CO1	K1, K2
	1.3 Role of RBI, Commercial Banks, Non-Banking Financial Companies (NBFCs), Development Financial Institutions (DFIs) in India		CO1	K1, K2
Module 2:	Financial Markets and Regulators	8	CO2	K1, K2
	2.1 Introduction to financial Markets		CO2	K1, K2
	2.2 Money Market: Features, Instruments		CO2	K1, K2
	2.3 Capital Market: Primary and Secondary, Stock exchanges in India		CO2	K1, K2
	2.4 Regulatory Framework: Role of SEBI, RBI, IRDAI		CO2	K1, K2
	2.5 Recent Developments in Indian financial system		CO2	K1, K2
Pedagogy:	The pedagogy for this course consists of Lectures, Case studies, classroom discussions, seminars, assignments, and group projects.			
Texts:	1. Bhole, L. M., & Mahakud, J. (2022). <i>Financial institutions and markets</i> (6th ed.), Tata McGraw-Hill, New Delhi, India. 2. Khan, M. Y. (2022). <i>Indian financial system</i> (11th ed.), McGraw Hill Education, New Delhi. 3. Pathak, B. V. (2021). <i>The Indian financial system: Markets, institutions and services</i> (5th ed.). Pearson Education, New Delhi.			
References/ Readings:	1. Machiraju, H. R. (2022). <i>Indian financial system</i> (4th ed.), Vikas Publishing House, New Delhi. 2. Gurusamy, S. (2021). <i>Indian financial system</i> (5th ed.). Tata McGraw-Hill, New Delhi. 3. Desai, V. (2021). <i>The Indian financial system and development</i> (4th ed.), Himalaya Publishing House, New Delhi.			
Web Resources:	www.rbi.org.in			

SEMESTER II

Discipline Specific Core Courses

Title of the Course	Financial Services
Course Code	MGF-5000
Number of Credits	04
Theory/Practical	Theory
Level	400
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil	
Course Objectives:	<ul style="list-style-type: none">To enable the learners to acquire in-depth knowledge of the structure and mechanisms of various financial servicesTo develop competencies in designing and managing transactions relevant to these financial services.	
Course Outcomes:	Upon completion of the course, students will be able to:	Mapped to PSO
	CO 1. To understand the structure of fund-based and fee-based financial services, evaluate the regulatory environment, and assess key challenges and the current scenario of the financial services industry in India.	PSO1, PSO3
	CO 2. To evaluate the concepts, mechanisms, and legal frameworks of securitization, factoring,	PSO3

	and leasing, and analyze their structure, types, and practical relevance within the Indian financial services sector.			
	CO 3. To understand the credit rating process, frameworks, and symbols used by Indian credit rating agencies, and to evaluate the structure and types of mutual funds.		PSO3	
	CO 4. To evaluate the functions and regulatory framework of merchant banking and depository systems, and analyze their role, operations, and significance in the Indian financial market.		PSO1, PSO3	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Financial Services	15	CO1	K2, K5
	1.1 Overview of Financial Services - Fund and Fee-Based Financial Services			
	1.2 Challenges in Financial Service Industry		CO1	K4
	1.3 Regulatory Environment of Financial Services.		CO1	K2, K4
	1.4 Present Scenario of Financial Services in India		CO1	K2, K5
Module 2:	Fund-Based Financial Services	15	CO2	K2, K4, K5
	2.1 Securitization: Concept, Modus Operandi, Structure for Securitization/ Types of Securities, Securitization and Banks, Conditions for Successful Securitization, Legal Framework for Securitization, Present Scenario of Securitization in India.			
	2.2 Factoring: Concept, Features, Activities, Mechanism, Documents, Types, Factoring v/s Forfaiting.		CO2	K2, K4
	2.3 Leasing: Concept, Steps involved in Leasing Transaction, Types, Contents of Lease Agreement.		CO2	K2, K4
Module 3:	Fee-Based Financial Services – I	15	CO3	K3, K4, K5
	3.1 Credit Rating: Types, Rating Framework, Credit Rating Symbols, Indian Credit Rating Agencies -Methodology & Instruments. Mutual Fund: Concept, Types			
	3.2 Mutual Fund: Concept, Types		CO 3	K2, K5

Module 4:	Fee-Based Financial Services – II 4.1 Merchant Banking: Merchant Banking Services offered, Merchant Bankers as Lead Managers, Guidelines for Merchant Bankers, Role in the Market-Making Process, Scope of Merchant Banking in India.	15	CO 4	K2, K4
	4.2 Depositories: Concept, Eligibility Criteria, Registration, Depository Participants, Depository Act 1996, Internet Initiatives.		CO 4	K2, K4, K5
Pedagogy:	The pedagogy for this course consists of Lectures, Case studies, classroom discussions, seminars, assignments, and group projects.			
Texts:	1. Bhole, L. M., & Mahakud, J. (2017). <i>Financial institutions and markets: Structure, growth & innovations</i> (6th ed.). Tata McGraw-Hill, New Delhi. 2. Gordon, E., & Natarajan, K. (2016). <i>Financial markets and services</i> (10th ed.). Himalaya Publishing House, Mumbai. 3. Khan, M. Y. (2019). <i>Financial services</i> . Tata McGraw-Hill, New Delhi.			
References/ Readings:	1. Sankaran, S. (2018). <i>Indian mutual funds handbook: A guide for industry professionals and intelligent investors</i> (3rd ed.). Vision Books, New Delhi. 2. Sanjiv, A., Pavan, K. V., & Manisha, B. (2000). <i>Investors guide to depositories</i> . Bharat Publications, New Delhi. 3. Kothari, V. (2003). <i>Securitization: The financial instrument of the new millennium</i> . Academy of Financial Services.			
Web Resources:	1. www.sebi.gov.in 2. www.nseindia.com 3. https://www.bseindia.com/ 4. www.moneycontrol.com 5. https://nsdl.co.in/ 6. https://www.cdslindia.com/ 7. https://www.irdai.gov.in 8. https://www.insuranceinstituteofindia.co 9. National Stock Exchange of India Ltd. (n.d.). NCFM reference modules. https://www.nseindia.com/education/ncfm 10. National Institute of Securities Markets (NISM). (n.d.). <i>NISM reference modules</i> . https://www.nism.ac.in/			

Title of the Course	Capital Markets
Course Code	MGF-5001
Number of Credits	04
Theory/Practical	Theory
Level	400
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil	
Course Objectives:	<ul style="list-style-type: none"> • Provide a foundational understanding of the structure, classification, and functioning of capital markets in India. • Familiarize students with the roles and regulatory frameworks of primary and secondary markets. • Introduce the mechanisms of trading, clearing, and settlement on Indian stock exchanges. • Explain corporate actions and their influence on stock prices and investor behavior. • Develop analytical skills to interpret stock market indices and their significance in investment decisions. 	
Course Outcomes:	Upon completion of the course, students will be able to:	Mapped to PSO
	CO 1. Describe the structure and components of Indian capital markets, including participants and regulators.	PSO1
	CO 2. Evaluate the processes and regulatory aspects of the primary and secondary markets, including listing norms.	PSO1

	CO 3. Interpret trading and settlement mechanisms used in BSE and NSE and assess the effect of corporate actions.		PSO1, PSO3	
	CO 4. Analyze stock market indices and explain their construction, relevance, and application in investment decisions.		PSO1, PSO3	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	1.1 Meaning, structure, and classification: Primary vs secondary, capital vs money market, Market participants and Intermediaries, Role of Regulators	10	CO1	K1 and K2
	1.2 Capital market segments: Equity, debt & fixed income, derivatives, SME platform		CO1	K2
Module 2:	2.1 Primary Market: Role of Primary Market, Methods of floatation of Capital, IPO's, Investor protection in primary market, SEBI measures for primary market, book building, role of brokers in making bids, ASBA, Recent Developments in primary market	15	CO2, CO3	K2 and K3
	2.2 Secondary Market: Functions of Secondary Market, Organization and Regulatory Framework for stock exchanges in India, SEBI measures for secondary market, Overview of major stock exchanges and commodity exchanges in India.		CO2, CO3	K2 and K3
	2.3 Listing and Delisting of Securities: Merits and Demerits, Listing requirements, procedure, fee. Listing conditions of BSE and NSE, Delisting		CO2, CO3	K3
Module 3:	3.1 Trading and Settlement Systems BSE: Different trading systems, Share groups on BSE, BOLT System, Different types of settlements, Pay in and Pay out, Trading, Settlement, Shortages, Auctions, Bulk deals, Block deals, Short Selling, Margin Trading	20	CO2, CO3	K3 and K4
	3.2 NSE: Market segments, NEAT system options, Market types, order types and books, Trading, Clearing & Settlement, Demat settlement, Funds settlement, Valuation debit, Valuation price, Auctions		CO2, CO3	K2 and K3
	3.3 Corporate Actions and Their Impact on Stock Prices: Dividends, Bonus Issues, Stock Splits, Rights Issues, Buybacks – effect on share price, market perception, and investor decision-making.		CO2, CO3	K4 and K5

Module 4:	4.1 Stock Market Indices Stock Market Index: Purpose and Consideration in developing index, Methods (Weighted Aggregate Value method, Weighted Average of Price Relatives method, Free Float method).	15	CO4	K2 and K3
	4.2 BSE Sensex: Scrip selection criteria,Construction. Other BSE Indices. NSE indices: S&P CNX Nifty, Scrip selection criteria, Construction.		CO4	K3, K4 and K5
Pedagogy:	Lectures, Live Demonstrations, Classroom Discussions, Assignments, Seminar Presentations, Mock Trading, Flipped Classroom.			
Texts:	1. Gala, J. (2020). Guide to Indian stock market: Basics of stock market for beginners (1st ed.), Buzzing stock publication house, Mumbai. 2. Chandra, P. (2021). Investment analysis and portfolio management (6th ed.). McGraw Hill Education, New Delhi. 3. Mishkin, F. S., & Eakins, S. G. (2021). Financial markets and institutions (9th ed.). Pearson Education, New Delhi. 4. Parikh, P. (2021). Stocks to riches: Insights on investor behavior (3rd ed.). McGraw Hill Education, New Delhi. 5. Pathak, B. V. (2023). Indian financial system: Markets, institutions and services (6th ed.). Pearson Education, New Delhi.			
References/ Readings:	1. Ladha, A., & Ladha, P. (2025). The Indian stock market simplified: A beginner’s guide to investing and trading (1st ed., Penguin, New Delhi. 2. Chakrabarti, R. (2010), Capital Markets in India, Sage response, New Delhi. 3. Mehrutra, S. (2022). Beginners guide to stock market, Pramesh Universal India, Bhopal.			
Web Resources:	1. BSE India: https://www.bseindia.com 2. NSE India: https://www.nseindia.com 3. Moneycontrol: https://www.moneycontrol.com 4. SEBI (Securities and Exchange Board of India), https://www.sebi.gov.in 5. Investopedia (India Section), https://www.investopedia.com 6. Trendlyne: https://www.trendlyne.com 7. Screener.in: https://www.screener.in 8. TradingView: https://www.tradingview.com			

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| | <p>9. Zerodha Varsity: https://zerodha.com/varsity</p> <p>10. NSE Academy: https://www.nseacademy.in</p> <p>11. Reserve Bank of India (RBI): https://www.rbi.org.in</p> |
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Title of the Course	Essentials of Management
Course Code	MGF-5002
Number of Credits	4
Theory/Practical	Theory
Level	400
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	NIL	
Course Objectives:	<ul style="list-style-type: none"> • Develop an understanding of management functions and contextualize theory for effective planning • Determine the framework required to reach organizational goals • Understanding managerial skills of Leadership and Motivation • Recognize the importance of control function in management. 	
Course Outcomes:	Upon completion of the course, students will be able to:	Mapped to PSO
	CO 1. Comprehend the fundamental concepts, principles, and functions of management.	PSO1
	CO 2. Apply planning, organizing, leading, and controlling (P-O-L-C) functions to real-world managerial problems.	PSO2, PSO3
	CO 3. Demonstrate effective communication, teamwork, and decision-making skills in a managerial context.	PSO2, PSO3

	CO 4. Identify the ethical, global, and cultural challenges faced by managers in a dynamic business environment.		PSO3	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction and Planning	10	CO1, CO2, CO3, CO6	
	1.1: Evolution of Management: Scientific management, General administrative theorists, Quantitative approach to management, systems approach and contingency approach,		CO1, CO2	K1
	1.2: Responsibility and economic performance: Managerial Ethics.		CO2, CO6	K2
	1.3: Foundations of Planning: Establishing goals and developing plans, Strategic Management, Decision Making, Planning tools and techniques.		CO3	K3
Module 2:	Organizing	20	CO2, CO3, CO5, CO6	
	2.1: Organizational structure and design		CO2, CO3	K2,
	2.2: Communication and information technology		CO5	K2, K3,
	2.5: Human Resource Management		CO2	K2, K3
	2.4: Managing change and innovation		CO6	K2, K3, K4
Module 3:	Leading	20	CO2, CO3, CO4, CO5, CO6	
	3.1: Leadership Theories		CO2, CO3, CO4	K2, K3, K4, K5
	3.2: Understanding groups and teams		CO2, CO5, CO6	K2, K3, K4, K5, K6

	3.3: Motivating employees		CO2, CO4, CO6	K2, K3, K4, K5, K6
Module 4:	Controlling	10	CO2, CO3, CO6	
	4.1: Foundations of Controlling		CO2, CO3, CO6	K2, K3, K4, K5
	4.2: Operations and value chain management		CO2, CO6	K2, K3, K4, K5
Pedagogy:	Lecture based learning, Case-Based Learning, Collaborative Learning, Blended Learning, project work, assignments and presentations			
Texts:	1. Robbins, S. P., Coulter, M., Randel, A., & Vishwanathan, R. (2022). <i>Management</i> (15th ed.). Pearson, New Delhi 2. Koontz, H., & Weihrich, H. (2020). <i>Essentials of management</i> (10th ed.). McGraw-Hill Education, New Delhi			
References/ Readings:	1. Griffin, R. W. (2016). <i>Management: Principles and practices</i> (12th ed.). Cengage Learning, New Delhi. 2. Bateman, T. S., & Snell, S. A. (2015). <i>Management: Leading & collaborating in a competitive world</i> (11th ed.). McGraw-Hill Education, New Delhi. 3. Hellriegel, D., & Slocum, J. W. (2010). <i>Management: A competency-based approach</i> (11th ed.). South-Western Cengage Learning, New Delhi. 4. Daft, R. L. (2015). <i>Management</i> (12th ed.). Cengage Learning, New Delhi.			
Web Resources:	http://open.lib.umn.edu/principlesmanagement/			

Title of the Course	Business Communication
Course Code	MGF-5003
Number of Credits	04
Theory/Practical	Theory
Level	400
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	NIL	
Course Objectives:	<ul style="list-style-type: none"> • Understand the importance of communication and interpersonal skills • Determine the need to comprehend good verbal and non-verbal communication • Learn the art of written communication • Identify the importance of effective Recruitment and Employment Correspondence 	
Course Outcomes:	Upon completion of the course, students will be able to:	Mapped to PSO
	CO 1. Explain the principles, types, and channels of effective communication.	PSO1
	CO 2. Apply appropriate communication strategies in oral, and non-verbal formats for various business contexts.	PSO1, PSO2
	CO 3. Demonstrate effective writing skills in business correspondence, such as emails, reports, proposals, and memos.	PSO2, PSO3

	CO 4. Analyze communication barriers and propose strategies to overcome them in multicultural and organizational settings.		PSO2, PSO3	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Communication Skills and Interpersonal Skills	15		
	1.1: Importance of communication skills in Business Management		CO1, CO2,	K1, K2, K3
	1.2: Types of communication		CO1, CO5	K1, K2, K3
	1.3: The Communication Process		CO5	K1, K2, K3
	1.4: Personal reflection		CO1, CO2	K1, K2, K3
Module 2:	Verbal and Non-Verbal Communication	20		
	2.1: Body language.		CO1. CO2. CO5	K2, K3, K4, K5, K6
	2.2: Presentation Skills		CO2. CO5	K2, K3, K4, K5, K6
	2.3: Art of facing interviews		CO2. CO5	K2, K3, K4, K5, K6
	2.4: Group Communication		CO2. CO4, CO5	K2, K3, K4, K5, K6
Module 3:	Written Communication	15		
	3.1: Internal communication through: memos, minutes, notices, circulars		CO1, CO3	K2, K3. K6
	3.2: Digital Communication: email, reports, presentations		CO1, CO3	K2, K3. K6
Module 4:	Recruitment and Employment Correspondence	10		
	4.1: Curriculum Vitae/ Resumes		CO1, CO3	K2, K3. K6
	4.2: Job Application Letter, An offer of employment, Job Description, Letter of		CO3	K2, K3. K6

	Acceptance			
	4.3: Letter of Resignation and Promotion, Testimonials and References.		CO3	K2, K3. K6
Pedagogy:	Lecture based learning, Case-Based Learning, Collaborative Learning, Blended Learning, Project Work, Assignments and Presentations			
Texts:	<ol style="list-style-type: none"> 1. Bovee, C. L., & Thill, J. V. (2018). <i>Business communication today</i> (14th ed.). Pearson Education, New Delhi 2. Lesikar, R. V., Flatley, M. E., Rentz, K., & Pande, N. (2015). <i>Business communication: Making connections in a digital world</i> (11th ed., Indian adaptation). McGraw-Hill Education, New Delhi 			
References/ Readings:	<ol style="list-style-type: none"> 1. Locker, K. O., & Kaczmarek, S. K. (2014). <i>Business communication: Building critical skills</i> (6th ed.). McGraw-Hill Education, New Delhi 2. Chaturvedi, P. D., & Chaturvedi, M. (2011). <i>Business communication: Concepts, cases and applications</i> (2nd ed.). Pearson Education India, New Delhi 3. Courtland, L. B., & Thill, J. V. (2016). <i>Excellence in business communication</i> (12th ed.). Pearson Education, New Delhi 4. Mukerjee, H. (2010). <i>Business communication</i> (2nd ed.). Oxford University Press, New Delhi. 5. McLean, S. (2010). <i>Business communication for success</i>. University of Minnesota Libraries Publishing. 			
Web Resources:	https://subjectguides.nsc.ca/c.php?g=724529&p=5189219			

Discipline Specific Elective Courses

Title of the Course	Bank and Insurance Management
Course Code	MGF-5201
Number of Credits	04
Theory/Practical	Theory
Level	400
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil	
Course Objectives:	<ul style="list-style-type: none"> To equip learners with a comprehensive understanding of Indian banking and insurance sectors, including their operations, structure, risk management process, regulatory framework. To prepare them for effective roles in the financial services industry. 	
Course Outcomes:	Upon completion of the course, students will be able to:	Mapped to PSO
	CO 1. Describe the structure, function, and regulatory framework of Indian Banking system and evaluate the impact of RBI policies on the performance and stability of banks.	PSO1
	CO 2. Analyze the type of risk in banking and insurance sector and use tools to assess and mitigate them	PSO1

	CO 3. Analyze and Interpret financial statements of banks and apply asset-liability management techniques to maintain financial stability		PSO2, PSO3	
	CO 4. Comprehend the structure of insurance industry and evaluate the claim management processes.		PSO2, PSO3	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Indian Banking System 1.1 Overview: Meaning and Importance of Banking System, Structure of Indian Banking system, Banking Product & Services	15	CO1	K1, K2, K3
	1.2 Role and Functions of RBI, Functions of Commercial Banking		CO1	K1, K2, K3
	1.3 Banking operations and monetary control tools – CRR, SLR, Policy rates, Open market operations, selective credit control and other tools, Growth and development in Indian banking sector		CO1,	K1, K2, K3, K4, K5
Module 2:	Assets Liability Management 2.1 Overview of Bank's financial statements – Balance Sheet, Profit and Loss statement and Schedules.	15	CO1, CO3	K1, K2, K3, K4, K5
	2.2 Assets Liability Management (ALM), Objectives and Pre-requisite of ALM, Techniques of ALM, Assets and Liability Committee (ALCO)		CO3	K1, K2, K3
	2.3 Non-Performing Assets (NPA), Capital Adequacy in Banks, RBI guidelines on NPAs and Asset Classification		CO2, CO3	K3, K4, K5
	2.4 Bad Bank Concept, Know your Customer (KYC), Money Laundering in banks – Case studies		CO2, CO3	K1, K2, K3, K4
Module 3:	Risk Management in Banks 3.1 Risk Vs Uncertainty, Types of Risk in Banks, Risk Management Process,	15	CO2	K1, K2, K3
	3.2 General Risk Management using Capital adequacy, Asset quality, Management, Earnings, Liquidity, and Sensitivity to market risk (CAMELS)		CO1, CO2	K1, K2, K3, K4, K5, K6

	rating			
	3.3 Measures for identifying and controlling risk – Credit risk, Interest rate risk – Gap analysis, Duration analysis, Liquidity risk, market risk – risk adjusted return on capital.		CO1, CO2	K1, K2, K3, K4, K5, K6
Module 4:	Insurance Management	15	CO2, CO4	K1, K2, K3
	4.1 Nature of Insurance, Hazard and different types of exposures, Principles of Insurance, Insurance contracts, types of insurance, reinsurances		CO4	K1, K2, K3
	4.2 Important functionaries in insurance and their roles: Actuary, Underwriter, Claims Manager		CO4	K1, K2, K3, K4, K5
	4.3 Life Insurance and General Insurance – Types, Premium concept		CO4	K1, K2, K3, K4, K5
	4.4 Claims settlement process: claim reporting, investigation and settlement, New trends in insurance.			
Pedagogy:	Lectures/ Discussions / presentations/case study/ individual or group projects/ assignments/Class activities or a combination of some of these. The sessions shall be interactive to enable peer group learning.			
Texts:	<ol style="list-style-type: none"> 1. Agarwal, O. P. (2020). <i>Banking and insurance</i> (Latest ed.). Himalaya Publishing House, New Delhi. 2. Mukund, S. (2015). <i>Banking and financial services</i> (Latest ed.). Himalaya Publishing House, New Delhi. 3. Khan, M. Y. (2019). <i>Indian financial system</i> (Latest ed.). McGraw Hill. 4. Casu, B., Girardone, C., & Molyneux, P. (2015). <i>Introduction to banking</i> (Latest ed.). Pearson, New Delhi. 5. Rejda, G. E. (2011). <i>Principles of risk management and insurance</i> (Latest ed.). Pearson Education, New Delhi. 6. Vaughan, E. J., & Vaughan, T. M. (2013). <i>Fundamentals of risk and insurance</i> (Latest ed.). Wiley, New Delhi. 7. Gupta, P. K. (2017). <i>Fundamentals of insurance</i> (Latest ed.). Himalaya Publishing House, New Delhi. (<i>Latest edition</i>). 			
References/ Readings:	<ol style="list-style-type: none"> 1. Institute of Company Secretaries of India. (2014). <i>Banking law and practice</i>. 2. NSE Academy. (2020). <i>Banking sector intermediate module</i> (NCFM certification series). 3. Institute of Chartered Accountants of India. (2020). <i>Principles and practice of general insurance</i>. 			

	4. Institute of Chartered Accountants of India. (2020). <i>Principles and practice of life insurance</i> .
Web Resources:	<ol style="list-style-type: none"> 1. www.rbi.org.in 2. www.ica.nic.in 3. www.icsi.edu 4. http://iibf.org.in 5. https://www.lifeinscouncil.org 6. https://www.gicouncil.in 7. https://www.irdai.gov.in 8. https://www.insuranceinstituteofindia.co

Title of the Course	Mutual Fund Investments
Course Code	MGF-5202
Number of Credits	4
Theory/Practical	Theory
Level	400
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil	
Course Objectives:	<ul style="list-style-type: none"> • To introduce the concept, structure, and functioning of mutual funds, along with various types and investment plans and to examine the evolution and growth patterns of the mutual fund industry in India and globally. • To familiarize students with mutual fund transaction processes, including compliance procedures and enable students to understand and assess KYC requirements and investor documentation in mutual fund operations. • To explore the various modes, types, and channels of mutual fund distribution and the role of distributors. • To equip students with the ability to calculate NAV and evaluate mutual fund performance using benchmarks and return indices. 	
Course Outcomes:	Upon completion of the course, students will be able to:	Mapped to PSO
	CO 1. Summarize the concept, structure, mechanism, types of mutual funds and investment plans and analyze the growth trends in the mutual fund industry – India and globally.	PSO1

	CO 2. Apply rules related to mutual fund transactions, including cut-off timings and time-stamping procedures, to ensure compliance and timely processing.		PSO1	
	CO 3. Analyse the Know Your Customer (KYC) requirements and documentation needed for mutual fund investors, including the interpretation of account statements		PSO1	
	CO 4. Describe the different distribution modes and channels used to reach investors and apply methods to compute NAV and evaluate mutual fund scheme performance using benchmarks.		PSO2	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Mutual Funds	15	CO1, CO2	K1, K2
	1.1 Concept and working mechanism of mutual funds		CO1	K1, K2
	1.2 Types of Mutual Funds, Investment Plans (SIP, SWP, and STP)		CO1	K1, K2
	1.3 Structure of Mutual Funds		CO1	K1, K2
	1.4 Growth of mutual fund industry – India and Global		CO2	K1, K2
Module 2:	Investor Services	15	CO2, CO3	K1, K2, K3
	2.1 Transactions of mutual funds, cut-off timings and time-stamping of MF application forms.		CO2	K1, K2, K3
	2.2 New fund offer (NFO) Process		CO2	K1, K2, K3
	2.3 KYC requirements, MF Investors, Account statements		CO3	K1, K2, K3
	2.4 Financial and non-financial transactions in MF		CO3, CO3	K1, K2, K3
Module 3:	Mutual Fund distribution practices	15	CO4	K1, K2
	3.1 Role and significance of mutual fund distributors		CO4	K1, K2
	3.2 Types of MF distributors		CO4	K1, K2
	3.3 Modes of Distribution and Channels		CO4	K1, K2

	3.4 Pre-requisites to be an MF distributor, commission earned		CO4	K1, K2
Module 4:	Performance of Mutual Fund Schemes	15	CO4	K3, K4, K5
	4.1 NAV and its computation		CO4	K3, K4, K5
	4.2 Benchmark and its performance, benchmark for equity, debt and other schemes		CO4	K3, K4, K5
	4.3 Price return index, total return index		CO4	K3, K4, K5
	4.4 Tracking error and fund manager performance		CO4	K3, K4, K5
Pedagogy:	Lectures/ Discussions / presentations/case study/ individual or group projects/ assignments/Class activities or a combination of some of these. The sessions shall be interactive to enable peer group learning.			
Texts:	1. Sankaran, S. (2018). <i>Indian Mutual Funds Handbook: A Guide for Industry Professionals and Intelligent Investors</i> . Vision Books, New Delhi. 2. Kumar, R. (2016). <i>Mutual Funds in India: Structure, Performance and Undercurrents</i> . United Kingdom: Partridge Publishing India. 3. Ghose, S. (2016). <i>The Growth and Development Of Mutual Funds In India</i> . India: Repro India Limited, Mumbai.			
References/ Readings:	1. National Institute of Securities Markets (NISM), <i>Mutual Funds Foundation</i> . Taxmann Publications Pvt. Ltd, January 2024 2. National Institute of Securities Markets (NISM), <i>Mutual Funds Distributor</i> . Taxmann Publications Pvt. Ltd, January 2024 3. National Institute of Securities Markets (NISM), <i>Mutual Funds Distributor (Level 2)</i> . Taxmann. January 2024			
Web Resources:	1. www.mutualfundindia.com 2. www.amfiindia.com 3. www.moneycontrol.com 4. www.valueresearchonline.com 5. www.mutualfundssahihai.com 6. www.sebi.gov.in			

Title of the Course	Corporate Governance and Ethics
Course Code	MGF-5203
Number of Credits	04
Theory/Practical	Theory
Level	400
Effective from AY	2025-26
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil	
Course Objectives:	<ul style="list-style-type: none"> To provide an insight into the concept, issues, practices and legal framework of Corporate Governance in India. To equip students with the knowledge to apply ethical principles in business decision-making. 	
Course Outcomes:	Upon completion of the course, students will be able to:	Mapped to PSO
	CO 1. To understand and analyze corporate governance structures and conceptual framework structures.	PSO1, PSO2
	CO 2. To evaluate key legal provisions and governance practices across different types of organizations.	PSO2, PSO3
	CO 3. To evaluate the effectiveness of boards through their structure, responsibilities, training, and performance assessment processes.	PSO2, PSO3
	CO 4. To examine the integration of business ethics into organizational structure, design codes	PSO3

	of conduct, and evaluate ethical policies and practices.			
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Overview of Corporate Governance	15	CO1	K2, K4
	1.1 Concept, Theories of Corporate Governance			
	1.2 OECD Principles, Benefits, Shareholder Activism and Changing Role of Institutional Investors		CO1	K2, K4
	1.3 Business Ethics vs Corporate Governance, Issues in Corporate Governance		CO1	K4
	1.4 Management vs. Ownership, Majority vs Minority		CO1	K5
Module 2:	Legislative Framework of Corporate Governance in India	15	CO2	K2, K3, K5
	2.1 Legislative Provisions of Corporate Governance in Companies Act 2013.			
	2.2 Listed Companies, Unlisted Companies, PSUs, Banks and Insurance Companies.		CO2	K4
	2.3 Corporate Policies & Disclosures: Various policies and disclosures to be made as per regulatory requirements / voluntarily made as part of good governance.		CO2	K4, K5
	2.4 Board of Directors – Types, Composition, Roles, Duties and Responsibilities, Training.		CO 2	K2, K4
Module 3:	Board Effectiveness	15	CO3	K4
	3.1 Composition and Structure, Duties and Liabilities			
	3.2 Board Committee – Types, Constitution, Scope, Terms of Reference and Accountability and Performance Appraisals		CO3	K2, K4
	3.3 Directors’ Training, Development and familiarization		CO3	K2
	3.4 Performance Evaluation of Board and Management: Evaluation of the performance of the Board as a whole, individual director (including independent		CO3	K3, K4

	directors and Chairperson), Various Committees of the Board and of the management.			
Module 4:	Ethics & Business	15	CO4	K2
	4.1 Business Ethics, Organization Structure and Ethics			
	4.2 Code of Ethics, Indian Ethos, Designing Code of Conduct,		CO 4	K2, K4
	4.3 Policies, Fair practices and frameworks.		CO 4	K5
Pedagogy:	The pedagogy for this course consists of Lectures, Case studies, classroom discussions, seminars, assignments, and group projects.			
Texts:	1. Sarkar, J., & Sarkar, S. (2012). <i>Corporate governance in India</i> . SAGE Publications India Pvt. Ltd, New Delhi. 2. Fernando, A. C., Muraleedharan, K. P., & Satheesh, E. K. (2018). <i>Corporate governance: Principles, policies and practices</i> (2nd ed.). Pearson, New Delhi. 3. Mallin, C. A. (2018). <i>Corporate governance</i> (5th ed.). Oxford University Press., New Delhi. 4. Fernando, A. C. (2012). <i>Business ethics and corporate governance</i> . Pearson, New Delhi. 5. Khanka, S. S. (2014). <i>Business ethics and corporate governance</i> . S. Chand Publishing, New Delhi.			
References/ Readings:	1. Fernando, A. C. (2012). <i>Business ethics and corporate governance</i> . Pearson Education, New Delhi. 2. Khanka, S. S. (2014). <i>Business ethics and corporate governance</i> . S. Chand Publishing, New Delhi. 3. Tricker, B. (2019). <i>Corporate governance: Principles, policies, and practices</i> (4th ed.). Oxford University Press, New Delhi.			
Web Resources:	www.icsi.edu			

Title of the Course	Global Financial Markets
Course Code	MGF-5204
Number of Credits	04
Theory/Practical	Theory
Level	400
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil	
Course Objectives:	<ul style="list-style-type: none"> • To comprehend the impact of market imperfections and the role of international institutions in global financial systems. • To explore the structure, functions, and recent developments in global stock and bond markets. • To analyze the mechanics of international diversification, exchange rate risk, and global financial indices. • To examine the functioning of the foreign exchange market and the implications of different exchange rate regimes. 	
Course Outcomes:	Upon completion of the course, students will be able to:	Mapped to PSO
	CO 1. Identify and discuss motives for international investment and financing, and assess how global financial institutions influence international markets.	PSO 1
	CO 2. Compare and contrast global stock and bond markets, including the effects of interest rate and exchange rate movements.	PSO 1, PSO 2

	CO 3. Apply the concepts of risk and return in construction of international portfolios		PSO 2, PSO 3	
	CO 4. Comprehend exchange rate mechanisms, regimes, and their implications on capital flows and trade balances.		PSO 1	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	1.1 Impact of Market Imperfections, Motives for International Investment, Motives for Firms to Obtain Funds from Foreign Markets, Overview of instruments used to facilitate International Transactions	15	CO1	K2
	1.2 International Organizations and Institutions: International Organization of Securities Commission, Bank for International Settlements, World Federation of Exchanges, Financial Accounting Standards Board, International Accounting Standards Board, Financial Conduct Authority, Securities and Exchange Commission, European Securities and Markets Authority, International Financial Services Centres Authority, Off-shore Financial Centres		CO1	K2
	1.3 Recent Developments affecting Global Financial Markets		CO1	K2
Module 2:	2.1 Use of Foreign Stock Market by Issuers, Use of Foreign Stock Market by Investors, Characteristics of Global Stock Markets, Around-the-Clock Global Security Trading, Global Stock Market Indices.	15	CO2, CO3	K3
	2.2 Estimating Return and Risk from International Diversification, Operationalizing International Diversification, Managing Exchange Rate Risk of securities portfolio.		CO2, CO3	K3
	2.3 Impact of Financial Crisis on global stock markets.		CO2, CO3	K3
Module 3:	3.1 Development of International Bond Markets, Comparison of Global Bond Market Yields, Assessment of Bond Yield Differentials Across Countries	15	CO2, CO3	K3
	3.2 International Bond Valuation: Impact of Interest Rate Movements, Impact of Exchange Rate Movements, Hedging Exchange Rate Exposure, International Bond Diversification, Use of Swaps in International Bond Market		CO2, CO3	K3

	3.3 Impact of Financial Crisis on global bond markets.		CO2, CO3	K3
Module 4:	4.1 Capital Flows and the FX Market: Introduction to Foreign Exchange Market, Market Participants, Market Composition, Exchange Rate Quotations	15	CO4	K3
	4.2 Exchange Rate Regimes: Ideal Currency Regime, Historical Perspectives on Currency Regimes, Exchange Rates and Trade Balance, Capital Restrictions		CO4	K3
Pedagogy:	Lectures, Seminar Presentations, Case based learning, Assignments, Group Projects			
Texts:	1. Madura, J. (2021). <i>International financial management</i> (14th ed.). Cengage Learning, New Delhi. 2. Eun, C. S., & Resnick, B. G. (2020). <i>International financial management</i> (9th ed.). McGraw-Hill Education, New Delhi. 3. Mishkin, F. S., & Eakins, S. G. (2021). <i>Financial markets and institutions</i> (9th ed.). Pearson Education, New Delhi. 4. Hull, J. C. (2022). <i>Options, futures, and other derivatives</i> (11th ed.). Pearson Education, New Delhi. 5. Pilbeam, K. (2023). <i>International finance</i> (5th ed.). Red Globe Press, London			
References/ Readings:	1. Chevallier, J., Goutte, S., Guerreiro, D., Saglio, S., & Sanhaji, B. (2019). <i>International financial markets</i> . London, UK: Routledge, Taylor and Francis Group. 2. Grote, R., & Marauhn, T. (2006). <i>The regulation of international financial markets – Perspectives for reform</i> . Cambridge, UK: Cambridge University Press. 3. Kim, H. (2018). <i>Globalization of international financial markets – Causes and consequences</i> . London, UK: Routledge Revivals. 4. Machiraju, H. R. (2003). <i>International financial markets and India</i> (2nd ed.). New Delhi, India: New Age International (P) Limited. 5. Valdez, S., & Molyneux, P. (2016). <i>An introduction to global financial markets</i> (8th ed.). London, UK: Palgrave Macmillan.			
Web Resources:	1. International Organization of Securities Commissions (IOSCO), https://www.iosco.org 2. Bank for International Settlements (BIS), https://www.bis.org 3. World Federation of Exchanges (WFE), https://www.world-exchanges.org			

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| | <ol style="list-style-type: none">4. Financial Accounting Standards Board (FASB), https://www.fasb.org5. International Accounting Standards Board (IASB) (via IFRS Foundation), https://www.ifrs.org6. Financial Conduct Authority (FCA – UK), https://www.fca.org.uk7. U.S. Securities and Exchange Commission (SEC), https://www.sec.gov8. European Securities and Markets Authority (ESMA), https://www.esma.europa.eu9. Gujarat International Finance Tec-City (GIFT City – India’s IFSC), https://www.giftgujarat.in |
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Title of the Course	Fundamentals of Fintech
Course Code	MGF-5205
Number of Credits	4
Theory/Practical	Theory
Level	400
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil	
Course Objectives:	<ul style="list-style-type: none"> • To understand the role of Fintech in transforming the financial services industry, and to examine components of the fintech ecosystem. • To apply concepts of digital banking and payment systems in real-world scenarios, and evaluate the effectiveness of smart banking strategies and cybersecurity practices in the digital finance landscape. • To analyse the structure, operations, and assess the impact of digital currencies on the financial system and global economy. • To comprehend the importance of cybersecurity in the digital age, identify emerging threats to financial systems, and apply essential cybersecurity practices and legal frameworks to secure digital financial transactions and online activities. 	
Course Outcomes:	Upon completion of the course, students will be able to:	Mapped to PSO
	CO 1. Explain the evolution of financial technology and describe the components of the	PSO 4

	fintech ecosystem.			
	CO 2. Apply concepts of digital banking, EFT, and payment systems to real-world banking scenarios, and assess the effectiveness of smart banking strategies.		PSO 4	
	CO 3. Analyse centralized and decentralized digital currencies, and evaluate their implications for the future of financial systems.		PSO 4	
	CO 4. Explain the importance of cyber security in the digital world, identify emerging threats, and apply basic measures and legal frameworks to secure financial transactions and online activities.		PSO 4	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Fintech	10	CO1	K1, K2
	1.1 Evolution of Fintech			
	1.2 Fintech ecosystem		CO1	K1, K2
	1.3 Popular Fintech Innovations		CO1	K1, K2
Module 2:	Digital Banking and Payments	20	CO2	K1, K2, K3
	2.1 Digital Transformation of Indian Banks			
	2.2 E-Banking, Cyber-crimes in banking		CO2	K1, K2, K3
	2.3 EFT and ECS		CO2	K1, K2, K3
	2.4 Neobanks, Smart bank strategies		CO2	K1, K2, K3
	2.5 Digital payments – UPI, digital wallets, SWIFT		CO2	K1, K2, K3
Module 3:	Digital Currency	15	CO3	K1, K2, K4
	3.1 Introduction to digital currency			
	3.2 Centralized v/s Decentralized		CO3	K1, K2, K4
	3.3 CBDC and Cryptocurrency, working mechanism		CO3	K1, K2, K4

Module 4:	Cyber Security and Cyber Laws	15	CO4	K2, K3
	4.1 Need for cybersecurity, secure web browser and password		CO4	K2, K3
	4.2 Emerging cybersecurity threats		CO4	K2, K3
	4.3 Securing financial transactions		CO4	K2, K3
	4.4 Cybersecurity initiatives in India		CO4	K2, K3
Pedagogy:	Interactive Lectures/ Discussions / presentations/case study/ individual or group projects/ assignments/Class activities or a combination of some of these. The sessions shall be interactive to enable peer group learning.			
Texts:	1. Arjunwadkar P. (2018). <i>Fintech, the Technology Driving Disruptions in the Financial Services Industry</i> , CRC Press, Taylor and Francis Group, New Delhi. 2. Gupta P. and Tham T. M. (2018). <i>Fintech the new DNA of Financial Services</i> . Walter de Gruyter Press, Berlin.			
References/ Readings:	1. Chishti, S., & Barberis, J. (2016). <i>The Fintech book: The financial technology handbook for investors, entrepreneurs and visionaries</i> . John Wiley & Sons, New Delhi. 2. Hill, J. (2018). <i>Fintech and the remaking of financial institutions</i> . Academic Press, New York 3. Arslanian H. and Fischer F. (2019). <i>The Future of Finance, the impact of Fintech, AI and Crypto on Financial Services</i> , Palgrave Macmillan, New Delhi.			
Web Resources:	1. www.meity.gov.in 2. https://www.csk.gov.in/ 3. https://investopedia.com 4. https://fintech.rbi.org.in/			

SEMESTER II

Discipline Specific Core Courses

Title of the Course	Investment Management
Course Code	MGF-5004
Number of Credits	04
Theory/Practical	Theory
Level	500
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil	
Course Objectives:	<ul style="list-style-type: none">• To develop a comprehensive understanding of the fundamentals of investment management, including various asset classes, investment objectives, and policy formulation.• To develop analytical proficiency in security valuation through both fundamental and technical methods.• To equip learners with competences to apply modern portfolio theories and models, such as Markowitz, CAPM, and Arbitrage Pricing Theory, for optimal portfolio selection and diversification strategies.• To evaluate and implement advanced equity portfolio management strategies, including portfolio rebalancing and performance assessment using established risk-adjusted metrics.	
Course Outcomes:	Upon completion of the course, students will be able to:	Mapped to PSO

	CO 1. Evaluate various investment avenues, asset classes, and financial instruments to make informed investment decisions.	PSO 1, PSO 2		
	CO 2. Demonstrate the ability to perform security analysis using both fundamental and technical analysis techniques.	PSO 2		
	CO 3. Apply portfolio management theories and models to construct, optimize, and manage diversified investment portfolios.	PSO 2		
	CO 4. Critically assess portfolio performance and implement appropriate strategies for portfolio rebalancing and risk management using quantitative measures.	PSO 3		
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Investment Management 1.1 Investment Avenues, Goals and Policy: Nature and scope, Investment Avenues, Types of financial assets and real assets, Formulating investment goals and investment policy, Sources of Investment information.	15	CO1	K2, K5
	1.2 Return, Risk and Security Valuation: Systematic and unsystematic Risk, Measurement of risk and return, Sources of risks in fixed income securities and their valuation.		CO1	K2, K5
Module 2:	Security Analysis 2.1 Fundamental Analysis: Economic analysis, Industry analysis and company Analysis, Geopolitical risk analysis, Value investing, Applications of AI/ML in stock selection	15	CO2	K2, K3 K4, K5
	2.2 Technical Analysis: Dow Theory, Charts and indicators, Efficient Market Hypothesis and its implications.		CO2	K2, K3 K4, K5
Module 3:	Portfolio Selection 3.1 Introduction to Portfolio Management: Portfolio analysis, Objectives, Process, Selection of securities.	15	CO3	K2

	3.2 Portfolio Theory and construction: Markowitz Model, Sharpe’s Single Index Model, Efficient frontier with lending and borrowing, Optimal portfolio, Capital Asset Pricing Model, Arbitrage Pricing Theory, Factor models, Machine learning in portfolio optimization.		CO3	K2, K3 K5, K6
Module 4:	Equity Portfolio Management Strategies 4.1 Equity Portfolio Management Strategies: Active and passive management, Portfolio Revision, Portfolio Rebalancing Plans.	15	CO4	K2, K3, K5
	4.2 Portfolio Evaluation: Sharpe’s Index, Treynor’s Measure and Jenson’s Measure, Performance attribution analysis, Information ratio, Tracking error, Sortino ratio, Benchmarking and peer comparison.		CO4	K2, K3 K5
Pedagogy:	Lectures, Hands-on Spreadsheet, ML applications, Case based learning, Assignments, Group Projects.			
Texts:	1. Donald E. Fischer and Ronald J. Jordan. (2017). Security Analysis and Portfolio Management. Pearson, New Delhi. 2. Pandian, P. (2013). Security Analysis and Portfolio Management. Vikas Publishing House Pvt. Ltd. Latest Edition, New Delhi.			
References/ Readings:	1. Linton, D. (2020). Foundations of Investment Management: Mastering Financial Markets, Asset Classes, and Investment Strategies. J. Ross Publishing, New York. 2. Chandra, P. (2021). Investment Analysis& Portfolio Management. McGraw Hill Education India Pvt. Ltd, New Delhi. 3. Tripathi, V., Singh, A. (2025). Investment Management. Taxmann, New Delhi. 4. Stamp, H. (2021). Fundamentals of Investment Management. Willford Press, New York.			
Web Resources:	1. www.bloomberg.com 2. www.cfainstitute.org 3. www.morningstar.com 4. www.moneycontrol.com			

Title of the Course	Corporate Finance
Course Code	MGF-5005
Number of Credits	04
Theory/Practical	Theory
Level	500
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil	
Course Objectives:	<ul style="list-style-type: none"> To provide the learners an in-depth understanding of various aspects of Corporate Finance To enable learners to acquire the skills in effective financial decision-making for corporate firms. 	
Course Outcomes:	Upon completion of the course, students will be able to:	Mapped to PSO
	CO 1. Understand the concepts and principles of corporate finance to be used in financial decision-making	PSO1
	CO 2. Analyze the investment proposal using capital budgeting techniques.	PSO1, PSO2
	CO 3. Evaluate the capital structure decisions using cost of capital, leverage, and capital structure theories, and create an optimum capital structure.	PSO2, PSO3
	CO 4. Evaluate a firm's dividend policy using relevant dividend theories and assess its	PSO2, PSO3

	working capital requirements to design effective financing strategies for short-term financial management.			
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Corporate Finance 1.1 Corporate Finance, Meaning, Nature, Objective, Scope of Finance, Finance Function, Financial Manager's Role	10	CO1	K1, K2, K3
	1.2 Agency Problems		CO1	K1, K2, K3
	1.3 Time preference for money: Compounding and Discounting		CO1	K1, K2, K3
	1.4 Risk and Return Analysis in corporate Finance		CO1	K1, K2, K3
Module 2:	Capital Budgeting Decision 2.1 Capital Budgeting Decision: Meaning, Nature, Significance, Process of Capital Budgeting	15	CO2	K1, K2, K3
	2.2 Project Appraisal methods: Non-Discounted methods (Pay-back period, Accounting rate of return), Discounted methods (Net present value, Discounted pay-back period, Profitability Index, Internal Rate of return)		CO2	K1, K2, K3, K4, K5
	2.3 Project Selection under Capital Rationing and Risk Analysis in Capital budgeting		CO2	K1, K2, K3, K4, K5, K6
Module 3:	Capital Structure Decision 3.1 Capital Structure Decision: Meaning, Nature, Significance, Sources of financing	18	CO3	K1, K2, K3,
	3.2 Cost of Capital: Meaning, Types – Cost of Debt, Cost of Preference Capital, Cost of Equity, Weighted Average cost of capital		CO3	K1, K2, K3, K4, K5, K6
	3.3 Capital Structure Theories: Relevance and Irrelevance theories, Factors determining capital structure		CO3	K1, K2, K3,
	3.4 Leverages: Meaning, Types – Operating, Financial and Combined		CO3	K1, K2, K3,

	Leverage			K4, K5
	3.5 Planning optimum capital structure: EBIT- EPS analysis, ROI-ROE analysis.		CO3	K1, K2, K3, K4, K5, K6
Module 4:	Dividend Decision and Working Capital Management	17	CO4	K1, K2, K3, K4, K5
	4.1 Dividend Decision: Meaning, Forms of Dividend, Stability of Dividends, Practical consideration in dividend policy, Stock Splits and Buyback		CO4	K1, K2, K3, K4, K5
	4.2 Theories of dividend: Walter's model, Gordon's model, Miller-Modigliani (MM) Hypothesis, Issues in Dividend Decision		CO4	K1, K2, K3, K4, K5
	4.3 Working Capital Management: Concept and Approaches of working Capital, Determinants of Working capital		CO4	K1, K2, K3, K4, K5
	4.4 Operating and Cash Conversion cycle, Estimating Working capital needs, Issues in working capital management		CO4	K1, K2, K3, K4, K5, K6
Pedagogy:	Lectures/ Discussions / presentations/case study/ individual or group projects/ assignments/Class activities or a combination of some of these. The sessions shall be interactive to enable peer group learning.			
Texts:	<ol style="list-style-type: none"> 1. Pandey, I. M. (2021). <i>Financial management</i> (Latest ed.). Vikas Publishing House, New Delhi. 2. Khan, M. Y., & Jain, P. K. (2014). <i>Financial management</i> (Latest ed.). Tata McGraw-Hill, New Delhi. 3. Chandra, P. (2015). <i>Financial management: Theory and practice</i> (Latest ed.). Tata McGraw-Hill, New Delhi. 4. Watson, D., & Head, A. (2017). <i>Corporate finance: Principles and practice</i> (Latest ed.). Pearson Education, New Delhi. 5. Brealey, R. A., Myers, S. C., & Allen, F. (2017). <i>Principles of corporate finance</i> (11th ed.). McGraw-Hill, New Delhi. 			
References/ Readings:	<ol style="list-style-type: none"> 1. CFA Institute. (2021). <i>Corporate finance and equity</i> (Level 1). 2. Srivastava, R. M., & Divya, N. (2014). <i>Management of Indian financial institutions</i> (9th ed.). Himalaya Publishing House, New Delhi. 3. Van Horne, J. C., & Wachowicz, J. M. (2015). <i>Fundamentals of financial management</i> (13th ed.). Prentice Hall, New Delhi. 			

Web Resources:	<ol style="list-style-type: none">1. https://corporatefinanceinstitute.com/resources/2. https://www.cfainstitute.org/3. https://www.moneycontrol.com/4. https://www.investing.com/
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Title of the Course	Strategic Management
Course Code	MGF-5006
Number of Credits	4
Theory/Practical	Theory
Level	500
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	NIL	
Course Objectives:	<ul style="list-style-type: none"> • To understand the importance of strategic planning. • To identify the need for conducting external and internal analysis of a firm. • To acquire knowledge of different types of business strategies • To understand implementation of strategies from holistic and multi-functional perspectives. 	
Course Outcomes:	Upon completion of the course, students will be able to:	Mapped to PSO
	CO 1. Explain the fundamental concepts, models, and frameworks of strategic management.	PSO1
	CO 2. Analyze internal and external environments using tools like SWOT, PESTEL, and Porter's Five Forces.	PSO2
	CO 3. Formulate competitive and corporate-level strategies based on organizational objectives and market dynamics.	PSO3

	CO 4. Evaluate strategic options and recommend effective strategies for different business scenarios.		PSO2, PSO3	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Strategic Management	10		
	1.1: Nature of Strategic Management: Dimensions, benefits and risks, the strategic management process		CO1	K1, K2
	1.2: Establishment of Strategic Intent: Business vision and mission, importance, characteristics and Components, concept of goals and objectives.		CO1	K1, K2, K3
Module 2:	Environmental Appraisal	20	CO2	
	2.1: External Analysis: External assessment, concept of environment, porters five force analysis, industry and competitive analysis, environmental scanning		CO2	K2, K3, K4
	2.2: Internal Analysis: Sustainable competitive advantage and profitability, SWOT analysis, strategy and culture, value chain analysis, organizational capability factors, Benchmarking.		CO2	K2, K3, K4
Module 3:	Competitive Strategies	20		
	3.1: Corporate-Level Strategies: Concentration, integration, diversification, expansion strategies, retrenchment and combination strategies, internationalization, cooperation and restructuring		CO3, CO4	K2, K3, K4
	3.2: Business Level Strategies: Industry structure, positioning of firm, generic strategies, business tactics, Internationalization.		CO3, CO4	K2, K3, K4
	3.3: Strategy Analysis and Choice: Process for strategic choice, strategic analysis, SWOT, industry analysis, corporate portfolio analysis, contingency strategies.		CO3, CO4	K2, K3, K4, K5
Module 4:	Strategy Implementation	10		
	4.1: <i>Structural Implementation</i> : Types of organizational structures, organizational design and change, structures for strategies.		CO4, CO5	K2, K3, K4, K5

	4.2: <i>Behavioural Implementation</i> : stakeholders and strategy, strategic leadership, corporate culture and strategic management, personal values and ethics, social responsibility and strategic management.		CO4, CO5	K2, K3, K4, K5
	4.3 <i>Functional and Operational Implementation</i> : Functional Plans and policies, Financial planning, HR planning, Operations planning, IT planning, Marketing planning, Operational Implementation.		CO4, CO5	K2, K3, K4, K5
Pedagogy:	Lectures, Case-Based Learning, Collaborative Learning, Blended Learning, project work, assignments and presentations			
Texts:	<ol style="list-style-type: none"> 1. David, F. R., & David, F. R. (2017). <i>Strategic management: A competitive advantage approach, concepts and cases</i> (16th ed.). Pearson, New Delhi. 2. Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2017). <i>Strategic management: Competitiveness and globalization</i> (12th ed.). Cengage Learning, New Delhi. 			
References/ Readings:	<ol style="list-style-type: none"> 1. Hill, C. W. L., Schilling, M. A., & Jones, G. R. (2016). <i>Strategic management: Theory: An integrated approach</i> (12th ed.). Cengage Learning, New Delhi. 2. Wheelen, T. L., & Hunger, J. D. (2012). <i>Strategic management and business policy: Toward global sustainability</i> (13th ed.). Pearson, New Delhi. 3. Grant, R. M. (2016). <i>Contemporary strategy analysis: Text and cases edition</i> (9th ed.). Wiley, New Delhi. 4. Johnson, G., Scholes, K., & Whittington, R. (2017). <i>Exploring corporate strategy: Text and cases</i> (11th ed.). Pearson Education, New Delhi. 5. Thompson, A. A., Peteraf, M. A., Gamble, J. E., & Strickland III, A. J. (2016). <i>Crafting and executing strategy: The quest for competitive advantage</i> (20th ed.). McGraw-Hill Education, New Delhi. 			
Web Resources:	https://open.umn.edu/opentextbooks/textbooks/73			

Title of the Course	Quantitative Techniques for Finance
Course Code	MGF-5007
Number of Credits	04
Theory/Practical	Theory
Level	500
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil	
Course Objectives:	<ul style="list-style-type: none"> • To develop a foundational understanding of statistical techniques used in analyzing financial asset returns, including computation and interpretation of key return measures. • To introduce the principles and applications of Monte Carlo simulation in investment decision-making and risk assessment. • To equip students with the skills to formulate and evaluate hypothesis tests, including assessment of statistical significance, error types, and test power. • To build competency in performing and interpreting simple linear regression analysis, including evaluating model fit and testing regression assumptions and coefficients. 	
Course Outcomes:	Upon completion of the course, students will be able to:	Mapped to PSO
	CO 1. Calculate, interpret and evaluate statistical measures of asset Returns.	PSO 1
	CO 2. Describe Monte Carlo simulation and explain how it can be used in investment applications.	PSO 1, PSO 2

	CO 3. Construct hypothesis tests and determine their statistical significance, the associated Type I and Type II errors, and power of the test given a significance level.		PSO 1, PSO 2	
	CO 4. Calculate and interpret measures of fit, and formulate and evaluate tests of fit and of regression coefficients in a simple linear regression.		PSO 1, PSO 3	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Rates, Returns and Statistical Measures of Asset Returns 1.1 Rates and Returns: Introduction, Interest Rates and Time Value of Money, Money-Weighted and Time-Weighted Return, Non-annual Compounding, Annualizing Returns, Continuously Compounded Returns (Includes numerical problems)	15	CO1	K5
	1.2 Statistical Measures of Asset Returns: Introduction, Measures of Central Tendency and Location, Measures of Dispersion, Measures of Shape of a Distribution (Includes numerical problems)			
Module 2:	Probability and Simulation Methods 2.1 Probability Trees and Conditional Expectations: Introduction, Expected Value and Variance, Probability Trees and Conditional Expectations, Bayes' Formula and Probability Estimates (Includes numerical problems)	15	CO2	K2
	2.2 Simulation Methods: Introduction, Lognormal Distribution and Continuous Compounding, Monte Carlo Simulation, Bootstrapping			
Module 3:	Estimation, Inference, and Hypothesis Testing 3.1 Estimation and Inference: Introduction, Sampling Methods, Central Limit Theorem and Inference, Empirical Sampling Distributions	15	CO3	K5
	3.2 Hypothesis Testing: Introduction, Process of Hypothesis Testing, Tests of Return and Risk in Finance, Parametric versus Nonparametric Tests, Uses of Nonparametric Tests (Includes numerical problems)			
Module 4:	Correlation and Simple Linear Regression 4.1 Parametric Test of Correlation, Nonparametric Test of Correlation, Tests of	15	CO4	K5

	Independence using Contingency Table Data (Includes numerical problems and Spreadsheet calculations)			
	4.2 Simple Linear Regression: Estimation, Assumptions, Hypothesis Tests, Prediction, Functional Forms (Includes numerical problems and Spreadsheet calculations)			
Pedagogy:	Lectures, Hands-on Spreadsheet Analysis, Case based learning, Assignments, Group Projects			
Texts:	CFA Institute. (2025). Quantitative methods (Level I CFA® Program Curriculum, Vol. 1). Wiley, New Delhi.			
References/ Readings:	<ol style="list-style-type: none"> 1. Benninga, S. (2014). <i>Financial modeling</i> (4th ed.). MIT Press, Gurgaon 2. Campbell, J. Y., Lo, A. W., & MacKinlay, A. C. (1997). <i>The econometrics of financial markets</i>. Princeton University Press, New Jersey. 3. DeFusco, R. A., McLeavey, D. W., Pinto, J. E., & Runkle, D. E. (2015). <i>Quantitative investment analysis</i> (3rd ed.). CFA Institute & Wiley, New Delhi 4. Härdle, W. K., Chen, C. Y.-H., & Overbeck, L. (Eds.). (2017). <i>Applied quantitative finance</i> (4th ed.). Springer. https://doi.org/10.1007/978-3-662-54486-0 5. Ruppert, D. (2015). <i>Statistics and data analysis for financial engineering</i> (2nd ed.). Springer. https://doi.org/10.1007/978-1-4939-2614-5 			
Web Resources:	<ol style="list-style-type: none"> 1. INFLIBNET. (n.d.). Module 6: Quantitative research methods: Introduction. ePG Pathshala. Retrieved May 3, 2025, from https://shorturl.at/MZHWs 2. INFLIBNET. (n.d.). Module 7: Normal distribution. ePG Pathshala. Retrieved May 3, 2025, from https://shorturl.at/9jKmy 			

Discipline Specific Elective Courses

Title of the Course	Financial Derivatives
Course Code	MGF-5206
Number of Credits	04
Theory/Practical	Theory
Level	400
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil	
Course Objectives:	<ul style="list-style-type: none"> • To introduce the concept, structure, and economic relevance of financial derivatives in modern markets. • To provide a comprehensive understanding of various derivative instruments—Forwards, Futures, Options, and Swaps. • To develop analytical skills in pricing and evaluating derivative contracts using quantitative tools and models. • To explore hedging, arbitrage, and speculative strategies using derivative instruments. 	
Course Outcomes:	Upon completion of the course, students will be able to:	Mapped to PSO
	CO 1. Gain a comprehensive understanding of various types of financial derivatives including forwards, futures, options, and swaps.	PSO 1

	CO 2. Apply pricing models and techniques to evaluate the value of financial derivative instruments.		PSO2, PSO3	
	CO 3. Execute and formulate risk management strategies and solutions based on detailed risk assessment analysis and associated factors.		PSO2, PSO3	
	CO 4. Acquire the skills necessary for applying derivative contracts in risk management, hedging, and speculation.		PSO2, PSO3	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Financial Derivatives 1.1 Introduction, need and scope, economic benefits, types of derivatives including forwards, futures, options and swaps, features and functions, factors contributing to the growth of derivatives, comparison of exchange-traded and OTC derivatives, participants in derivative markets,	15	CO1	K1, K2
	1.2 regulatory framework of derivative markets in India, overview of F&O segment of BSE, NSE, brief overview on currency, interest rate and commodity derivatives.		CO1	K1, K2
Module 2:	Forwards and Futures Contracts 2.1 Forwards: Meaning and definition of forward contracts, key features and characteristics, evolution and historical background, differences between forward and futures contracts, limitations of forward contracts	15	CO2	K2, K3
	2.2 Definition of Futures, Features, Settlement Procedures and Types, Pricing of Futures, Cost of Carry and Reverse Cost of Carry, Futures and Forwards, Index Futures, Currency Futures, Interest Rate Futures, Hedging using Futures, Arbitrage and Speculation Opportunities, Leverage & Payoff, Margins and M2M (<i>Includes numerical problems</i>)		CO2, CO3	K2, K3, K4, K5
Module 3:	Options Contracts 3.1 Types, Pay-offs, Moneyness of Options, Trading mechanism, factors impact the Option Price, Option premium: intrinsic value and time value, Option Pricing Models:	15	CO2, CO3	K2, K3, K4, K5

	Put –Call Parity Model, Binomial Option Pricing Model, Black and Scholes Model. (Includes numerical problems)			
	3.2 Option Greeks-Delta, Gamma, Theta, Vega, Rho, Option trading strategies: – Directional strategies: long/short call, long/short put, Income strategies: covered call, protective put, Volatility strategies: straddle, strangle, butterfly, Spread strategies: bull/bear spreads, calendar, diagonal, Advanced strategies: iron condor, iron butterfly		CO3, CO4	K2, K3, K4, K5
Module 4:	SWAPS 4.1 Introduction to Swaps Definition and features of swaps, evolution of the swap market, structure and settlement of FX swaps, types and applications of swaps in hedging, arbitrage, and risk management. Overview of key swap instruments including interest rate swaps, currency swaps, commodity swaps, and equity/index swaps. swap payment schedules, valuation principles, and the rationale for entering into swap agreements.	15	CO3, CO4	K, K2, K3, K4, K5
	4.2 Types and Valuation of Swaps Interest rate swaps: single-currency and cross-currency types, parties involved, swap rates, valuation methods, and types including forward swaps and options on swaps. Currency swaps: structure, types, and pricing. Equity swaps and hedging with equity index swaps. Overview of overnight index swaps (OIS) and their strategic use in portfolio and interest rate risk management.		CO3, CO4	K2, K3, K4, K5
Pedagogy:	Lectures, Hands-on Spreadsheet, ML applications, Case based learning, Assignments, Group Projects.			
Texts:	1. Pandey, I. M. (2016). Advanced financial management. Vikas Publishing House, New Delhi. 2. Gupta, S. L. (2017). Financial derivatives: Theory, concepts and problems (2nd ed.). PHI Learning, New Delhi. 3. Vohra, N. D., & Bagri, B. R. (2017). Futures and options. Tata McGraw-Hill, New Delhi. 4. Hull, J. C. (2018). Fundamentals of futures and options markets (9th ed.). Pearson Education, New Delhi. 5. Chisholm, A. M. (2021). Derivatives demystified: A step-by-step guide to forwards, futures, swaps and options (2nd ed.). Wiley, New Delhi.			
References/ Readings:	1. Sundaram, R. K., & Das, S. R. (2015). Derivatives: Principles and practice (2nd ed.). McGraw-Hill Education, New Delhi.			

	<ol style="list-style-type: none"> 2. Chance, D. M., & Brooks, R. (2015). An introduction to derivatives and risk management (10th ed.). Cengage Learning, New Delhi. 3. Kolb, R. W., & Overdahl, J. A. (2010). Financial derivatives: Pricing and risk management. Wiley, New Delhi. 4. McDonald, R. L. (2013). Derivatives markets (3rd ed.). Pearson Education, New Delhi.
Web Resources:	<ol style="list-style-type: none"> 1. Indian Journal of Finance- http://www.indianjournaloffinance.co.in/ 2. International Journal of Financial Markets and Derivatives - https://www.inderscience.com/jhome.php?jcode=ijfmd 3. Business Standard - https://www.business-standard.com/ 4. NSE - https://www.nseindia.com/ 5. BSE - https://www.bseindia.com/ 6. SEBI - https://www.sebi.gov.in/ 7. FMC - https://www.fmc.com/en

Title of the Course	Mergers and Acquisitions
Course Code	MGF-5207
Number of Credits	4
Theory/Practical	Theory
Level	400
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil	
Course Objectives:	<ul style="list-style-type: none"> • To examine the strategic rationale, forms, and institutional framework governing mergers and acquisitions in domestic and global contexts. • To equip students with practical knowledge of the due diligence process, including legal, financial, and operational assessments essential for successful M&A execution. • To develop the ability to critically assess and apply defensive tactics and regulatory safeguards against hostile takeover attempts. • To enable students to apply valuation models and evaluate financing options relevant to mergers and acquisitions. 	
Course Outcomes:	Upon completion of the course, students will be able to:	Mapped to PSO
	CO 1. Analyse the strategic motives, types and regulatory aspects of M&A	PSO2
	CO 2. Demonstrate ability to perform due diligence process in M&A transactions.	PSO1

	CO 3. Evaluate various defensive strategies and legal remedies against hostile takeover coercive acquisition tactics.		PSO2, PSO3	
	CO 4. Evaluate valuation methods and financing strategies used in M&A.		PSO1, PSO3	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Overview of Mergers and Acquisitions 1.1 Characteristics, Motives Behind Mergers, Theories of Mergers, Value Creation through Mergers, Transactions of M&A, Demerger	15	CO1	K1, K4
	1.2 Acquisitions: Motives, legal aspects of takeover, types of takeover bids, cross border takeover		CO1	K1, K4
	1.3 M&A in India: Trends, Regulatory environment, Role of institutions (SEBI, RBI, CCI)		CO1	K1, K4
Module 2:	Due Diligence and Post-Merger Integration 2.1 Due Diligence – Benefits and costs of due diligence, Identification of target, Evaluating the target based on technical, market, legal, technology, process and strategic aspects.	15	CO2	K1, K3
	2.2 Post-Merger Integration- Process of Merger Integration- Organisational and Human aspects; Managerial challenges of Mergers and Acquisition.		CO2	K1, K3
	2.3 Strategic fit and the M & A decision		CO2	K1
	2.4 Legal and taxation aspects of mergers and acquisition.		CO2	K1, K5
Module 3:	Defensive Strategies 3.1 Takeover Defences- Types and Techniques of Raid; Strategies of Takeover bid.	15	CO3	K1, K5
	3.2 Advance Preventive Measures; White Knights, White Squire, Crown Jewel defense, Pac-Man's Strategy, Golden Parachute, Poison Pills Strategy, Coercive offers and defense, Financial defensive measures.		CO3	K1, K5

	3.3 Anti-takeover Amendments.		CO3	K1, K5
Module 4:	Valuation and Financing of M&A 4.1 Valuation techniques in M&A – DCF, Market Multiples, Comparable transactions, NAV, Synergy valuations, Sum of the Parts (SOTP) valuation, LBO valuation, Control premiums.	15	CO4	K1, K3, K5
	4.2 Deal Financing and Payment Methods – Cash, Stock, Debt, Earnouts, LBO.		CO4	K1, K3, K5
Pedagogy:	Interactive Lectures/ Discussions / presentations/case study/ individual or group projects/ assignments/Class activities or a combination of some of these. The sessions shall be interactive to enable peer group learning.			
Texts:	1. Weston, J. F., Chung, K. S., & Hoag, S. E. (1990). <i>Mergers, restructuring, and corporate control</i> . Prentice-Hall of India Pvt. Ltd, New Delhi. 2. Gaughan, P. A. (2018). <i>Mergers, acquisitions, and corporate restructurings</i> (6th ed.). Wiley India, New Delhi. 3. Krishnamurti, C., & Vishwanath, S. R. (2025). <i>Mergers, acquisitions & corporate restructuring: Text and cases</i> . Atlantic Publishers and Distributors, New Delhi.			
References/ Readings:	1. Narayanan, P., & Nanda, V. (2006). <i>Finance for strategic decision making: What nonfinancial managers need to know</i> . Jossey-Bass, Wiley, New Delhi. 2. Reuer, J. J. (2007). <i>Mergers and acquisitions</i> . Kogan Page, New Delhi. 3. Brown, R. (2004). <i>Applied mergers and acquisitions</i> . John Wiley & Sons, New Delhi. 4. Boeh, K., & Beamish, P. (2007). <i>Mergers and acquisitions: Text and cases</i> . SAGE Publications, New Delhi.			
Web Resources:	1. https://corporatefinanceinstitute.com/resources/valuation/types-of-mergers/ 2. https://www.sebi.gov.in/legal/regulations/aug-2011/sebi-substantial-acquisition-of-shares-and-takeovers-regulations-2011-last-amended-on-january-17-2024-20222.html 3. https://corporatefinanceinstitute.com/resources/valuation/valuation-methods/			

Title of the Course	Digital Finance
Course Code	MGF-5208
Number of Credits	4
Theory/Practical	Theory
Level	400
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil	
Course Objectives:	<ul style="list-style-type: none"> • To introduce the evolution of digital lending and key technologies in onboarding and identity verification. • To explore digital tools in wealth management, including robo-advisors and ESG investing. • To examine digital innovations in insurance distribution, onboarding, and claims processing. • To understand regulatory frameworks and address issues of data privacy, cybersecurity, and fraud in digital finance. 	
Course Outcomes:	Upon completion of the course, students will be able to:	Mapped to PSO
	CO 1. Understand the evolution of digital lending, differentiate it from traditional lending, and examine key technologies and processes in digital onboarding and identity verification.	PSO4
	CO 2. Summarize and evaluate the role of digital tools and robo-advisors in financial advice, and assess emerging trends such as ESG investing and the future of digital wealth	PSO4

	solutions.			
	CO 3. Evaluate the digital transformation of insurance and the role of emerging technologies in distribution, onboarding, and claims management		PSO4	
	CO 4. Understand regulatory frameworks governing digital financial services and evaluate key issues related to data privacy, cybersecurity, and consumer protection.		PSO4	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Digital Lending	15	CO1	K1, K2, K5
	1.1 Disruptive technology in lending business			
	1.2 Evolution of digital lending, comparison with traditional lending		CO1	K1, K2, K5
	1.3 Digital lending models		CO1	K1, K2, K5
	1.4 Digital onboarding and loan process, use of digital identity		CO1	K1, K2, K5
Module 2:	Digital Wealth Management	15	CO2	K1, K2, K5
	2.1 Evolution of wealth management practices, key players			
	2.2 Financial Advice, Automated Investing, robo-advisors, Chatbots and virtual assistants in wealth management		CO2	K1, K2, K5
	2.3 ESG and sustainable investing in digital wealth		CO2	K1, K2, K5
	2.4 Recent trends and future outlook in digital lending		CO2	K1, K2, K5
Module 3:	Digital Insurance	15	CO3	K1, K2, K5
	3.1 Digital evolution of insurance industry, key drivers, Insurtech ecosystem and market landscape			
	3.2 Traditional vs. digital insurance models, digital distribution channels		CO3	K1, K2, K5
	3.3 Internet of Things (IoT) and telematics in auto/home/health insurance		CO3	K1, K2, K5
	3.4 Digital onboarding and e-KYC, Claims automation and digital servicing		CO3	K1, K2, K5

Module 4:	Regulations and Compliance 4.1 RBI guidelines in digital lending	15	CO4	K1, K2
	4.2 Digital fraud and cyber risk, Data privacy and consumer protection		CO4	K1, K2
	4.3 Data privacy and cybersecurity in wealth platforms		CO4	K1, K2
	4.4 Regulatory frameworks for digital insurance, IRDAI guidelines		CO4	K1, K2
Pedagogy:	Lectures/ Discussions / presentations/case study/ individual or group projects/ assignments/Class activities or a combination of some of these. The sessions shall be interactive to enable peer group learning.			
Texts:	1. Arslanian H. and Fischer F. (2019). <i>The Future of Finance, the impact of Fintech, AI and Crypto on Financial Services</i> , Palgrave Macmillan, New Delhi. 2. Arjunwadkar P. (2018). <i>Fintech, the Technology Driving Disruptions in the Financial Services Industry</i> , CRC Press, Taylor and Francis Group, New Delhi. 3. Gupta P. and Tham T. M. (2018). <i>Fintech the new DNA of Financial Services</i> . Walter de Gruyter Press. Berlin			
References/ Readings:	1. Chishti, S., & Puschmann, T. (2018). <i>The Wealthtech book: The FinTech handbook for investors, entrepreneurs and finance visionaries</i> . John Wiley & Sons, New Delhi. 2. VanderLinden, S. L., Millie, S. M., Anderson, N., & Chishti, S. (2018). <i>The insurtech book: The insurance technology handbook for investors, entrepreneurs and fintech visionaries</i> . John Wiley & Sons, New Delhi. 3. Joshi, V. C. (2020). <i>Digital finance, bits and bytes</i> . <i>Springer Books</i> , New Delhi.			
Web Resources:	1. www.investopedia.com 2. https://thedigitalfifth.com/wealthtech-ecosystem/ 3. https://fintech.global/wealthtech100/			

Title of the Course	Alternative Investments
Course Code	MGF-5209
Number of Credits	04
Theory/Practical	Theory
Level	400
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil	
Course Objectives:	<ul style="list-style-type: none"> To enable learners to comprehend the distinguishing characteristics of alternative investing To develop skills in managing a portfolio of Real Assets, Hedge Funds, Private Equity, and Structured Products 	
Course Outcomes:	Upon completion of the course, students will be able to:	Mapped to PSO
	CO 1. Evaluate the key characteristics, purposes, and trends of alternative investments.	PSO1, PSO3
	CO 2. Analyse and evaluate the hedge fund and private equity structures, strategies, and fee models.	PSO1, PSO3
	CO 3. Analyse the different types of real assets.	PSO3
	CO 4. Analyze the investment process in alternative assets, including fund evaluation, manager assessment, and essential legal documentation.	PSO1, PSO3

Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Alternative Investments	15	CO1	
	1.1 Meaning, Avenues, Characteristics of Alternative Investing			K2
	1.2 Purposes of Investing in Alternative Investments, Role in Portfolio Diversification			K2, K4
	1.3 Comparison with Traditional Investments, Risks, Liquidity, and Transparency Considerations			K3, K4
	1.4 Fees & Expenses in AIF, Private Placement Memorandum (PPM), Term Sheet and Summary of Principal Terms (SOPT)			K3, K4
	1.4 Trends in Alternative Investments (Global and Indian context)			K4, K5
Module 2:	Hedge Funds and Private Equity Hedge Funds:	15	CO 2	K2, K4, K5
	2.1 Overview, Rationale for Hedge Fund Investing, Hedge Fund Structures, Hedge Fund Liquidity – Terms of Hedge Fund Investments: Hedge Fund Fees, Hurdle Rates – Hedge Fund Governance – Hedge Fund Strategies. 2.2 Private Equity: Meaning, Types, Strategies, Investment Process, Access to Private Equity – Private Equity Fund Fees – Sources of Returns from Private Equity.			K2, K4, K5
Module 3:	Real Assets	15	CO 3	K2, K4
	3.1 Attributes of Real Assets: Accessing Real Assets, Valuation of Real Assets, and Smoothed Returns.			
	3.2 Types of Real Assets: Raw Land, Farmland, Timber, Infrastructure, Intellectual Property, Commodity Investing, Private Real Estate.			K2, K4, K5
Module 4:	Investment Process and Fund Due Diligence	15	CO 4	K2, K5

	4.1 Deal Sourcing, Due Diligence Review (DDR), Definitive Agreements, Investor Protection Rights, Co-investments in AIFs, Governance Structures in AIF.			
	4.2 Fund Selection Criteria, Evaluating the Fund Manager, Importance of Fund Due Diligence	15		K2, K4
	4.3 Trust Document / LLP Partnership Deed / Memorandum and Articles, Investment Management Agreement, Subscription (Investor Contribution) Agreement			K4, K5
Pedagogy:	Lectures/ Discussions / presentations/case study/ individual or group projects/ assignments/Class activities or a combination of some of these. The sessions shall be interactive to enable peer group learning.			
Texts:	1. Bromma, H., & Bromma, L. M. (2010). <i>How to make money in alternative investments</i> . The McGraw-Hill Companies, Inc, New Delhi. 2. Chambers, D. R., Black, K. H., & Lacey, N. J. (2008). <i>Alternative investments: A primer for investment professionals</i> . CAIA Association, Mumbai. 3. Chambers, D. R., Anson, M. J. P., Black, K. H., & Kazemi, H. (2023). <i>Alternative investments: CAIA level I</i> (4th ed.). Wiley, New Delhi. 4. Bodie, Z., Kane, A., & Marcus, A. J. (2023). <i>Investments</i> (12th ed.). McGraw-Hill Education, New Delhi.			
References/ Readings:	1. Kazemi, H. B., Black, K. H., & Chambers, D. R. (2016). <i>Alternative investments – CAIA level II</i> (3rd ed.). John Wiley & Sons, Inc, New Delhi. 2. Rice, B. (2013). <i>The alternative answer: The non-traditional investments that drive the world's best-performing portfolios</i> . Harper Business, Gurgaon 3. Veale, S. R. (2013). <i>The investor's guidebook to alternative investments: The role of alternative investments in portfolio design</i> . Penguin Group US Prentice Hall, New York.			
Web Resources:	https://www.nism.ac.in/curriculum-nism-series-xix-a-alternative-investment-funds/			

Title of the Course	Marketing Management for Financial Services
Course Code	MGF-5210
Number of Credits	4
Theory/Practical	Theory
Level	400
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil	
Course Objectives:	<ul style="list-style-type: none"> • To familiarize the students with the concepts of marketing and its scope. • To understand the nature of services in developing the marketing mix. • To foster critical thinking in designing and implementing effective marketing strategies. • To understand the role of digital technologies, branding, and customer engagement in modern marketing. 	
Course Outcomes:	Upon completion of the course, students will be able to:	Mapped to PSO
	CO 1. Explain key marketing concepts, principles, and the marketing mix.	PSO1
	CO 2. Analyze customer behavior, market segmentation, targeting, and positioning strategies.	PSO2
	CO 3. Apply marketing tools to develop effective product, pricing, promotion, and distribution strategies.	PSO2

	CO 4. Execute CRM strategies to enhance customer acquisition, retention, and loyalty		PSO3	
	CO 5. Employ branding principles to create, evaluate and manage strong brand identities.		PSO3	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction	20		
	1.1: Marketing Environment: Market Analysis, Market Segmentation, Targeting and Positioning.		CO1, CO2	K1, K2, K3
	1.2: Marketing Strategies: Product strategies, Pricing strategies, Distribution strategies, Promotion strategies. Product life Cycle, New product Development. B2B Marketing, Marketing Planning and Control.		CO1, CO2, CO3	K1, K2, K3, K4
Module 2:	Service Marketing	15		
	2.1: Services marketing mix: Difference between goods and services, Designing and Managing Service Processes, Managing People for service Advantage, Constructing the Physical Service Environment.		CO1, CO2	K2, K3, K4
	2.2: Service quality and productivity: GAP model		CO1, CO2, CO3	K2, K3, K4, K5,
Module 3:	Customer Relationship Management	15		
	3.1: Customer Decision Making Process		CO1, CO2	K2, K3, K4, K5,
	3.2: Managing Customer Life Cycle		CO4	K2, K3, K4, K5,
	3.3: CRM and technology		CO4	K3, K4, K5,
Module 4:	IMC and Branding	10		
	4.1: Framing Integrated Marketing communication strategies		CO2, CO4,	K2, K3, K4,

			CO5	K5, K6
	4.2: Evaluating and Managing a brand		CO5	K3, K4, K5, K6
Pedagogy:	Lectures, Case-Based Learning, Collaborative Learning, Blended Learning, project work, assignments and presentations			
Texts:	<ol style="list-style-type: none"> 1. Kotler, P., & Keller, K. L. (2016). <i>Marketing management</i> (15th ed.). Pearson Education, New Delhi. 2. Estelami, H. (2011). <i>Marketing financial services</i>. Dog Ear Publishing, Indiana 			
References/ Readings:	<ol style="list-style-type: none"> 1. Zeithaml, V. A., & Bitner, M. J. (2013). <i>Services marketing: Integrating customer focus across the firm</i> (6th ed.). McGraw-Hill Education India Pvt. Ltd, New Delhi. 2. Lovelock, C., & Wirtz, J. (2016). <i>Services marketing: People, technology, strategy</i> (8th ed.). Pearson, New Delhi. 3. Ennew, C., Waite, N., & Waite, R. (2013). <i>Financial services marketing: An international guide to principles and practice</i> (2nd ed.). Routledge, New Delhi. 4. Meidan, A. (1996). <i>Marketing financial services</i>. Palgrave Macmillan, New Delhi. 5. Harrison, T. (2000). <i>Financial services marketing</i>. Pearson Education Limited, New Delhi. 6. Thakur, G. S. (2010). <i>Marketing of financial services</i>. Himalaya Publishing House, New Delhi. 			
Web Resources:	<ol style="list-style-type: none"> 1. https://ocw.mit.edu/courses/15-810-marketing-management-fall-2010/ 2. https://openstax.org/details/books/principles-marketing 			