



CIRCULAR

Ref. No.: GU/Acad –PG/BoS -NEP/2025-26/378 dated 04.09.2025

In supersession to the above referred Circular, the syllabus of Semester III & IV of the **Master of Business Administration (Financial Services)** Programme approved by the Standing Committee of the Academic Council in its meeting held 24th & 25th November 2025 is attached. The syllabus of Semester I & II approved earlier by the Standing Committee of the Academic Council in its meeting held on 24th & 25th June 2025 is also 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. The Dean, Goa Business School, Goa University.
2. The Vice-Dean (Academic), Goa Business School, Goa University.

Copy to:

3. Chairperson, BoS in Financial Services, Goa University.
4. Programme Director, M.B.A. (Financial Services), Goa University.
5. Controller of Examinations, Goa University.
6. Assistant Registrar Examinations (PG), Goa University.
7. 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

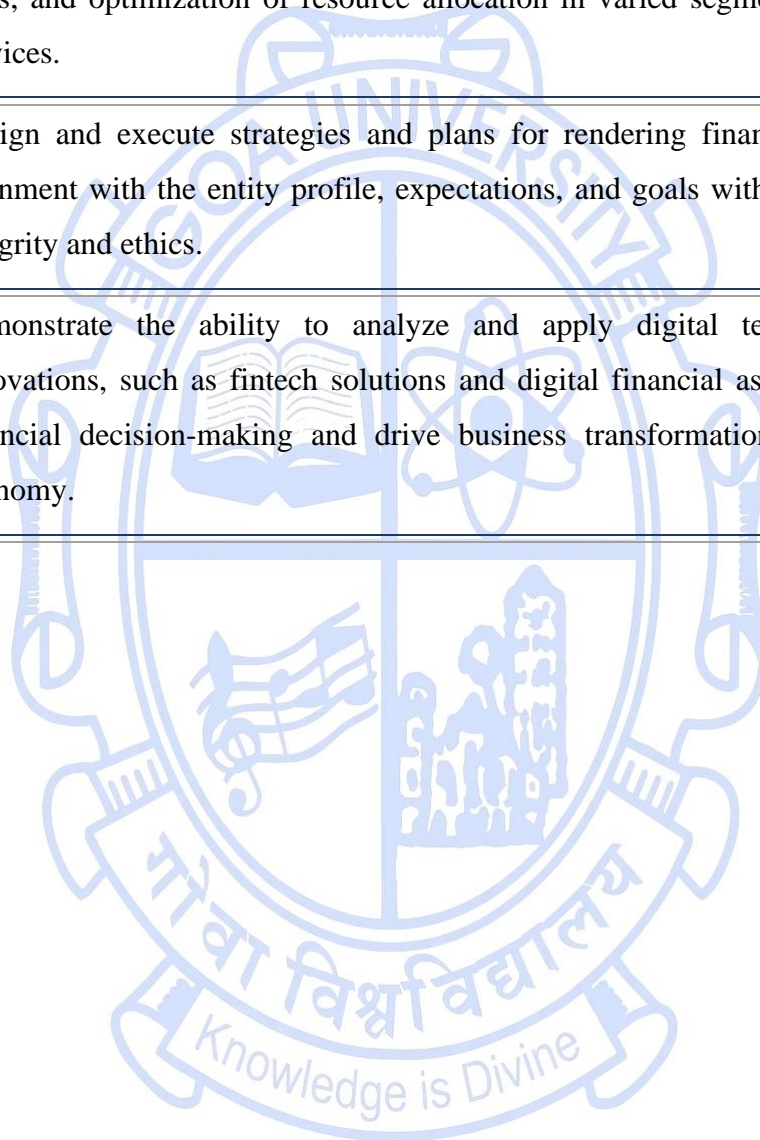
The MBA (Financial Services) Programme at Goa University is a two-year Programme specially designed to equip students with in-depth knowledge of financial services segments, including banking, capital markets, insurance, and financial technology. It blends theoretical rigor with practical exposure, preparing 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	<u>MGF-1000</u>	Accounting for non-accountants	1
2	<u>MGF-1001</u>	Indian Financial System	1

SEMESTER I				
Discipline Specific Core (DSC) Courses (16 credits)				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	<u>MGF-5000</u>	Financial Services	4	400
2	<u>MGF-5001</u>	Capital Markets	4	400
3	<u>MGF-5002</u>	Essentials of Management	4	400
4	<u>MGF-5003</u>	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	<u>MGF-5201</u>	Bank and Insurance Management	4	400
2	<u>MGF-5202</u>	Mutual Fund Investments	4	400
3	<u>MGF-5203</u>	Corporate Governance & Ethics	4	400
4	<u>MGF-5204</u>	Global Financial Markets	4	400
5	<u>MGF-5205</u>	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	<u>MGF-5004</u>	Investment Management	4	500
2	<u>MGF-5005</u>	Corporate Finance	4	500
3	<u>MGF-5006</u>	Strategic Management	4	500
4	<u>MGF-5007</u>	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	<u>MGF-5206</u>	Financial Derivatives	4	400
2	<u>MGF-5207</u>	Mergers and Acquisitions	4	400
3	<u>MGF-5208</u>	Digital Finance	4	400
4	<u>MGF-5209</u>	Alternative Investment	4	400
5	<u>MGF-5210</u>	Marketing Management for Financial Services	4	400
Total Credits for DSE Courses in Semester II			4	
Total Credits in Semester II			20	

SEMESTER III				
Research Specific Elective (RSE) Courses				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	<u>MGF-6000</u>	Business Research Methods	4	500
2	<u>MGF-6001</u>	Primary Data Research	4	500
3	<u>MGF-6002</u>	Behavioural Finance	4	500
4	<u>MGF-6003</u>	Technical Analysis	4	500
5	<u>MGF-6004</u>	Financial Management for MSME	4	500
6	<u>MGF-6005</u>	Financial Risk Management	4	500
Total Credits for RSE Courses in Semester III			12	
Discipline Specific Vocational Elective (DSVE) Courses (8 credits)				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	<u>MGF-6401</u>	Personal Financial Planning	4 (2T + 2P)	500
2	<u>MGF-6402</u>	Fixed Income Securities	4 (2T + 2P)	500
3	<u>MGF-6403</u>	Equity Valuation	4 (2T + 2P)	500
4	<u>MGF-6404</u>	Business Analytics	4 (2T + 2P)	500
5	<u>MGF-6405</u>	Spreadsheet Modelling and Analysis	4 (2T + 2P)	500
Total Credits for DSVE Courses in Semester III			8	
Total Credits in Semester III			20	

Discipline Specific Dissertation (DSD) (40 Credit Dissertation)				
Sr. No.	Course Code	Title of Course	Credits	Level
1.	MGF-6501	Internship and Project Work	40	500
Total Credits in Semester III and IV			40	

SEMESTER IV				
Generic Elective (GE) Courses (20 Credits)				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	MGF-6201	Organizational Behaviour	4	500
2	MGF-6202	Macroeconomics	4	500
3	MGF-6203	Entrepreneurship	4	500
4	MGF-6204	Digital Marketing	4	500
5	MGF-6205	Sustainable Finance	4	500
6	MGF-6206	Digital Assets	4	500
7	MGF-6207	Wealth Management and Estate planning	4	500
8	MGF-6208	Econometrics	4	500
Total Credits for GE Courses in Semester IV			20	
Total Credits in Semester IV			20	

Discipline Specific Dissertation (DSD)/Internship (20 Credit Dissertation)				
Sr. No.	Course Code	Title of Course	Credits	Level
1.	MGF-6502	Internship and Project Work	20	500
Total Credits in Semester IV			20	

Blooms Taxonomy Cognitive Levels	
Cognitive Level	Notations
K1	Remembering
K2	Understanding
K3	Applying
K4	Analyzing
K5	Evaluating
K6	Create

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
Module 2:	Understanding Financial Statements	7	CO2	K1, K2
	2.1 Financial Statements: Meaning, Need, Components of financial statements		CO2	K1, K2, K3, K4, K5
	2.2 Types of Financial Statement, Structure of Financial Statements, Types of Financial statement analysis		CO2	K1, K2, K4
	2.3 Role and Importance of financial statements in managerial decisions		CO2	K1, K2, K4
Texts:	<ol style="list-style-type: none"> 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:	<ol style="list-style-type: none"> 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/			

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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:	<ol style="list-style-type: none"> 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:	<ol style="list-style-type: none"> 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			

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SEMESTER I

Discipline Specific Core (DSC) 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 services To 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		CO1	K4
	1.2 Challenges in Financial Service Industry		CO1	K2, K4
	1.3 Regulatory Environment of Financial Services.		CO1	K2, K5
	1.4 Present Scenario of Financial Services in India			
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.		CO2	K2, K4
	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.			
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		CO 3	K2, K5
	3.2 Mutual Fund: Concept, Types			

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:	<ol style="list-style-type: none"> 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:	<ol style="list-style-type: none"> 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:	<ol style="list-style-type: none"> 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/ 			

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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

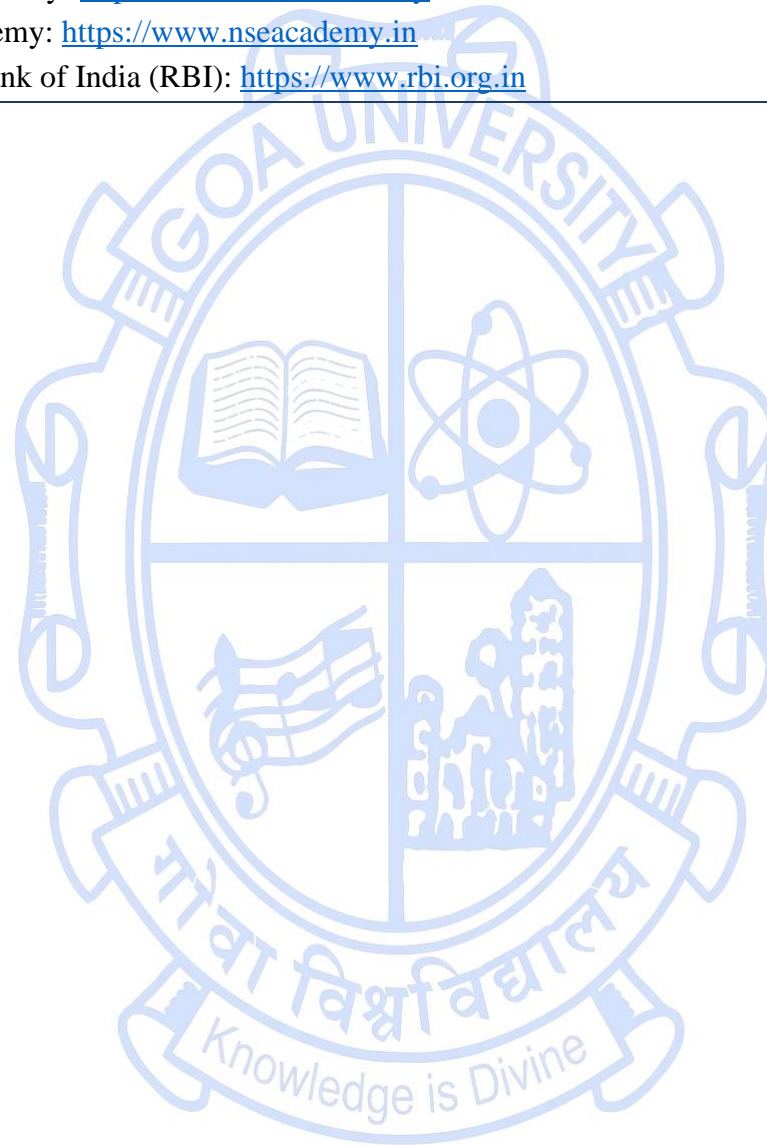
Pre-requisites for the Course:	Nil	
Course Objectives:	<ul style="list-style-type: none"> • Provide a foundational understanding of the structure, classification, and functioning of capital markets in India. • Familiarize students with the roles and regulatory frameworks of primary and secondary markets. • 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:	<ol style="list-style-type: none"> 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:	<ol style="list-style-type: none"> 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:	<ol style="list-style-type: none"> 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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| 9. Zerodha Varsity: https://zerodha.com/varsity |
| 10. NSE Academy: https://www.nseacademy.in |
| 11. Reserve Bank of India (RBI): https://www.rbi.org.in |

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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:	<ol style="list-style-type: none"> 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:	<ol style="list-style-type: none"> 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/			

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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			

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Discipline Specific Elective (DSE) Courses

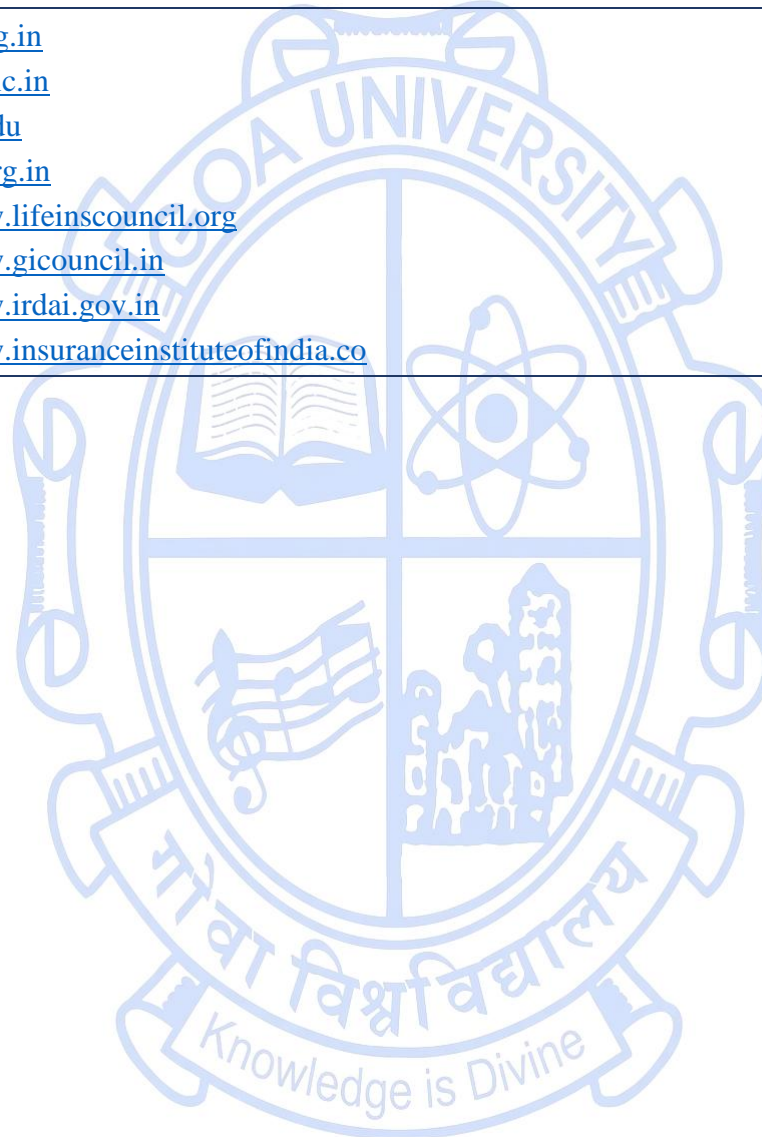
Title of the Course	Bank and Insurance Management	
Course Code	MGF-5201	
Number of Credits	04	
Theory/Practical	Theory	
Level	400	
Effective from AY	2025-26	
New Course	Yes	
Bridge Course/ Value added Course	No	
Course for advanced learners	No	
Pre-requisites for the Course:	Nil	
Course Objectives:	<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			
	4.2 Important functionaries in insurance and their roles: Actuary, Underwriter, Claims Manager		CO4	K1, K2, K3
	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.		CO4	K1, K2, 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:	<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.in2. www.ica.nic.in3. www.icsi.edu4. http://iibf.org.in5. https://www.lifeinscouncil.org6. https://www.gicouncil.in7. https://www.irdai.gov.in8. https://www.insuranceinstituteofindia.co

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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:	<ol style="list-style-type: none"> 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:	<ol style="list-style-type: none"> 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:	<ol style="list-style-type: none"> 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

Content:		No of hours	Mapped to CO	Cognitive Level
	of conduct, and evaluate ethical policies and practices.			
Module 1:	Overview of Corporate Governance 1.1 Concept, Theories of Corporate Governance	15	CO1	K2, K4
	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 2.1 Legislative Provisions of Corporate Governance in Companies Act 2013.	15	CO2	K2, K3, K5
	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 3.1 Composition and Structure, Duties and Liabilities	15	CO3	K4
	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 4.1 Business Ethics, Organization Structure and Ethics	15	CO4	K2
	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:	<ol style="list-style-type: none"> 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:	<ol style="list-style-type: none"> 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			

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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

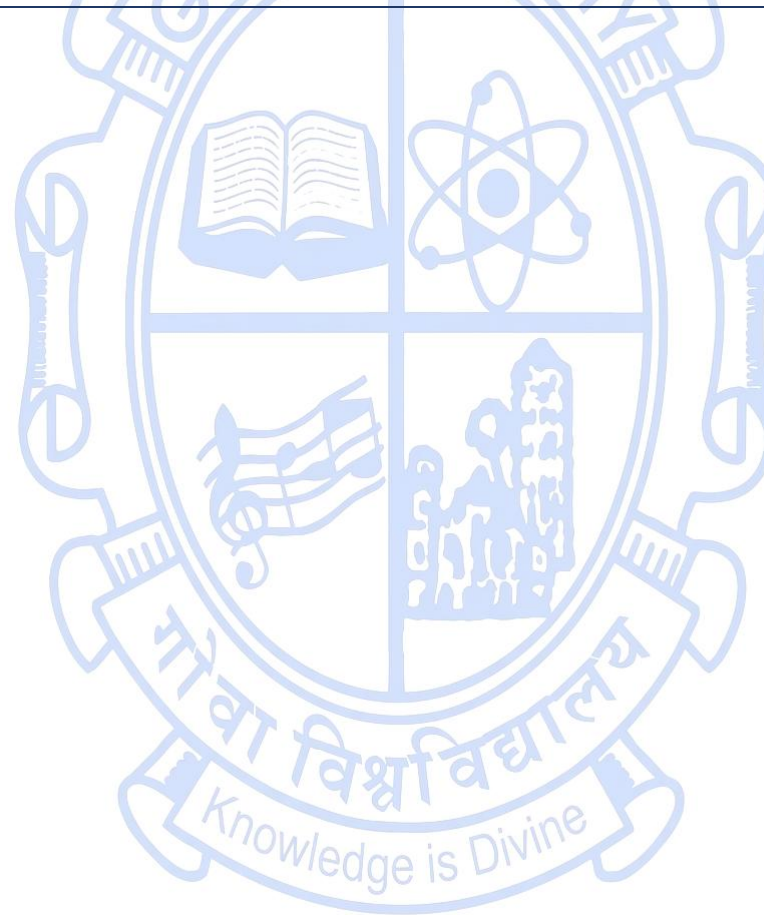
Pre-requisites for the Course:	Nil	
Course Objectives:	<ul style="list-style-type: none"> • To comprehend the impact of market imperfections and the role of international institutions in global financial systems. • To explore the structure, functions, and recent developments in global stock and bond 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:	<ol style="list-style-type: none"> 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:	<ol style="list-style-type: none"> 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., & Maruhn, 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:	<ol style="list-style-type: none"> 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 			

4. Financial Accounting Standards Board (FASB), <https://www.fasb.org>
5. International Accounting Standards Board (IASB) (via IFRS Foundation), <https://www.ifrs.org>
6. Financial Conduct Authority (FCA – UK), <https://www.fca.org.uk>
7. U.S. Securities and Exchange Commission (SEC), <https://www.sec.gov>
8. European Securities and Markets Authority (ESMA), <https://www.esma.europa.eu>
9. 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		CO1	K1, K2
	1.2 Fintech ecosystem		CO1	K1, K2
Module 2:	Digital Banking and Payments	20	CO2	K1, K2, K3
	2.1 Digital Transformation of Indian Banks		CO2	K1, K2, K3
	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
Module 3:	Digital Currency	15	CO3	K1, K2, K4
	3.1 Introduction to digital currency		CO3	K1, K2, K4
	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:	<ol style="list-style-type: none"> 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:	<ol style="list-style-type: none"> 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:	<ol style="list-style-type: none"> 1. www.meity.gov.in 2. https://www.csk.gov.in/ 3. https://investopedia.com 4. https://fintech.rbi.org.in/ 			

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SEMESTER II

Discipline Specific Core (DSC) 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,	15	CO3	K2

	Selection of securities.			
	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 Jensen'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:	<ol style="list-style-type: none"> 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:	<ol style="list-style-type: none"> 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:	<ol style="list-style-type: none"> 1. www.bloomberg.com 2. www.cfainstitute.org 3. www.morningstar.com 4. www.moneycontrol.com 			

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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

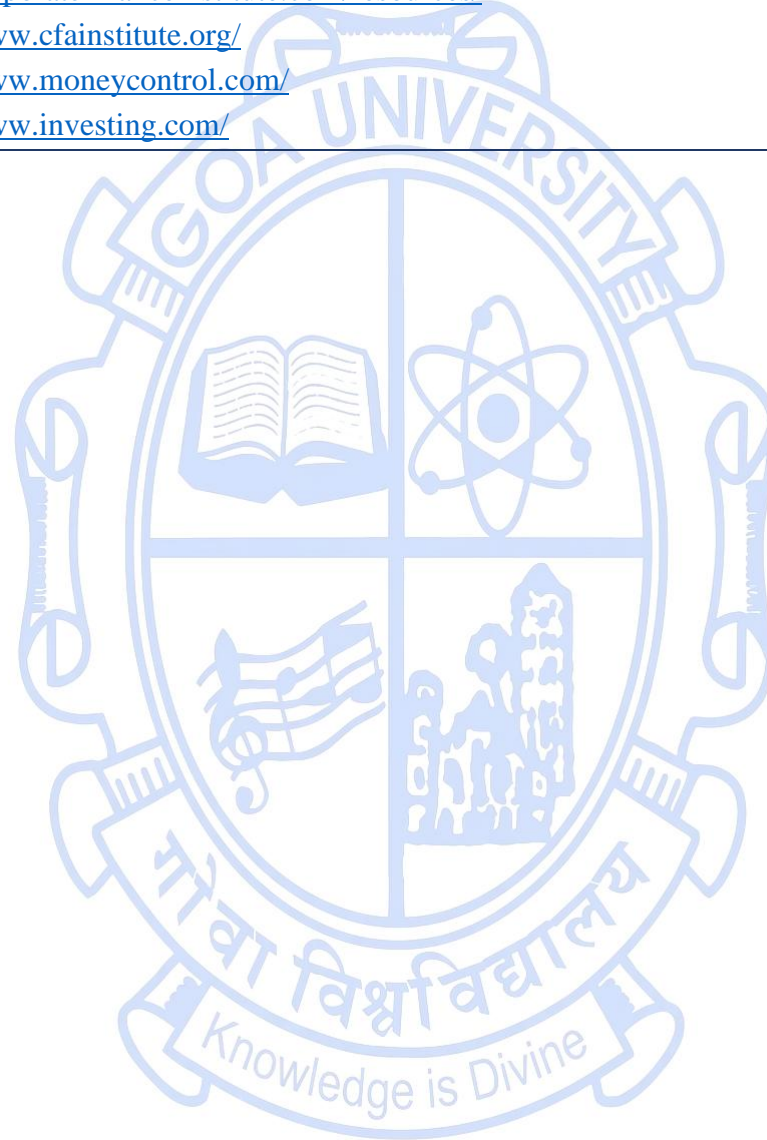
	working capital requirements to design effective financing strategies for short-term financial management.			
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Corporate Finance 1.1 Corporate Finance, Meaning, Nature, Objective, Scope of Finance, Finance Function, Financial 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			
	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:

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			

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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 			

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Discipline Specific Elective (DSE) 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:	<ol style="list-style-type: none"> Pandey, I. M. (2016). Advanced financial management. Vikas Publishing House, New Delhi. Gupta, S. L. (2017). Financial derivatives: Theory, concepts and problems (2nd ed.). PHI Learning, New Delhi. Vohra, N. D., & Bagri, B. R. (2017). Futures and options. Tata McGraw-Hill, New Delhi. Hull, J. C. (2018). Fundamentals of futures and options markets (9th ed.). Pearson Education, New Delhi. Chisholm, A. M. (2021). Derivatives demystified: A step-by-step guide to forwards, futures, swaps and options (2nd ed.). Wiley, New Delhi. 			
References/ Readings:	<ol style="list-style-type: none"> 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

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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:	<ol style="list-style-type: none"> 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:	<ol style="list-style-type: none"> 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:	<ol style="list-style-type: none"> 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/ 			

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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 1.1 Disruptive technology in lending business	15	CO1	K1, K2, K5
	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 2.1 Evolution of wealth management practices, key players	15	CO2	K1, K2, K5
	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 3.1 Digital evolution of insurance industry, key drivers, Insurtech ecosystem and market landscape	15	CO3	K1, K2, K5
	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:	<ol style="list-style-type: none"> 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:	<ol style="list-style-type: none"> 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>. Springer Books, New Delhi. 			
Web Resources:	<ol style="list-style-type: none"> 1. www.investopedia.com 2. https://thedigitalfifth.com/wealthtech-ecosystem/ 3. https://fintech.global/wealthtech100/ 			

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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:	<ol style="list-style-type: none"> 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:	<ol style="list-style-type: none"> 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/			

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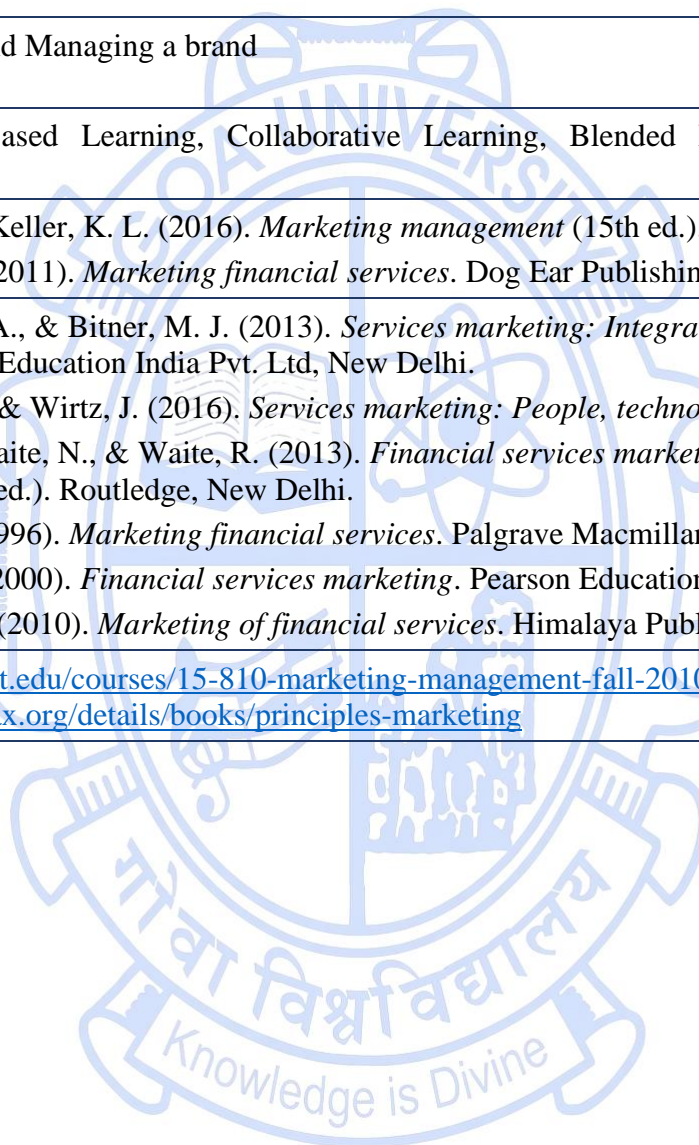
Title of the Course	Marketing Management for Financial Services
Course Code	MGF-5210
Number of Credits	4
Theory/Practical	Theory
Level	400
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

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 			

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SEMESTER III

Research Specific Elective (RSE) Courses

Title of the Course	Business Research Methods
Course Code	MGF-6000
Number of Credits	04
Theory/Practical	Theory
Level	500
Effective from AY	2025-26
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

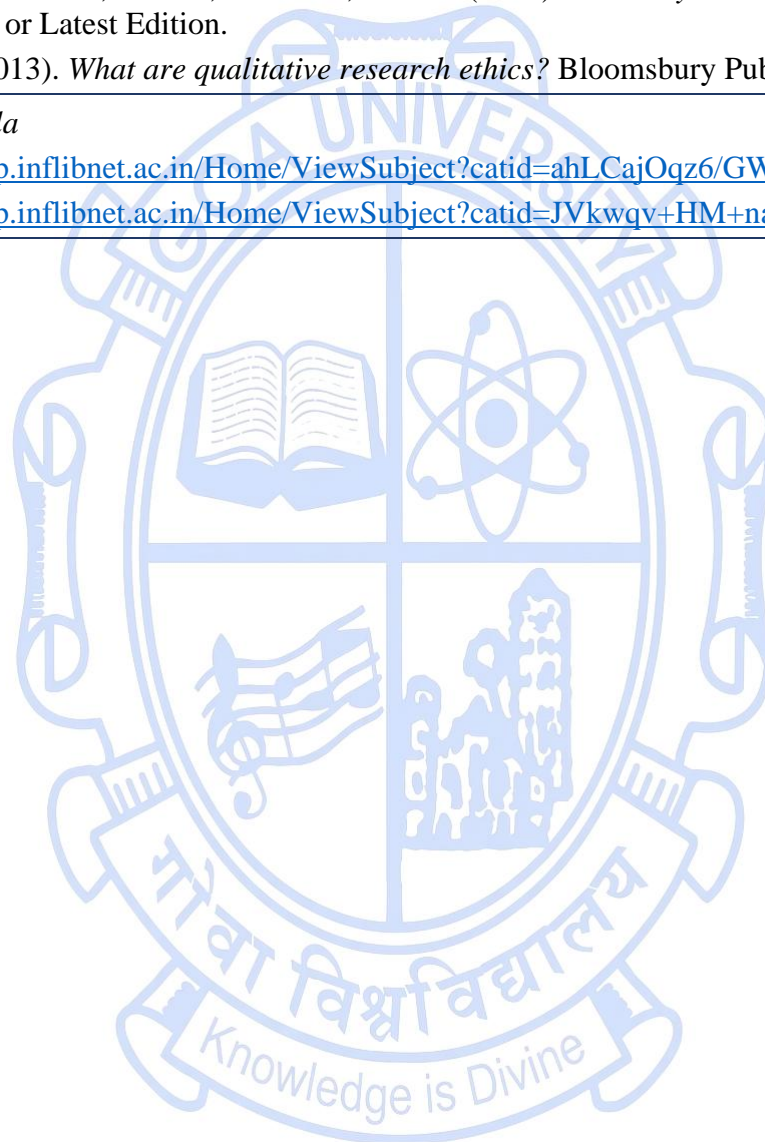
Pre-requisites for the Course:	Nil
Course Objectives:	<ol style="list-style-type: none">1. To enable learners to identify research gaps, and prepare a research proposal by applying appropriate research methodology.2. To enable learners to identify various sources of data and perform basic data analysis.3. To enable learners to effectively prepare research reports.4. To enable learners to discuss various research misconducts and its consequences.

Course Outcomes:	Upon completion of the course, students will be able to:	Mapped to PSO		
	CO 1. Identify research gaps of a research topic based on systematic literature review and prepare a research proposal.	PSO2		
	CO 2. Perform basic data analysis.	PSO2		
	CO 3. Prepare effective research reports.	PSO2		
	CO 4. Discuss various research misconducts and its consequences.	PSO2, PSO3		
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Business Research Methods 1.1 <i>Concept of Research:</i> Features, Classification of Research.	15	CO1	K3
	1.2 <i>Concept of Business Research Methods:</i> Types of Research, Research Process, Research Design, Formulation of Research Problem.		CO1	K3
	1.3 Literature Review: Need for Literature Review, Purpose of Literature Review, Sources of Literature, Systematic Literature Review using Content Analysis, Bibliometric Analysis, Meta-Analysis, Research Gap Identification, Research Question, Research Objectives		CO1	K6
	1.4 Preparation of Research Proposal.		CO1	K6
Module 2:	Data Management and Analysis 2.1 <i>Data:</i> Types of Data, Data Sources, Data Sampling Techniques, Methods of Collecting Data	20	CO2	K5
	2.2 <i>Data Analysis:</i> Measures used for Organizing & Describing data, Measures used for Analyzing Relationship & Prediction, Measures used for Testing the Data (Hypothesis Testing).		CO2	K5
Module 3:	Research Report Writing	15	CO3	K3

	3.1 <i>Report Writing</i> : Significance, Process, Types, Layout, Precautions in writing Research Reports.			
	3.2 <i>Research Report Structure</i> : Abstract writing, Summarizing Literature, Formulating Methodology, Reporting Analysis and Interpreting Results, Tables & Figures Preparation, Inserting Footnotes, Writing Conclusion & Scope for Future Research, Bibliography, Referencing Styles, Annexures.		CO3	K3
Module 4:	Research Ethics 4.1 <i>Research Misconducts</i> : Fabrication, Falsification, Plagiarism: Consequences of Research Misconducts.	10	CO4	K2
	4.2 Need for Research Ethics, Ethical issues before, during and after the research has been completed.		CO4	K2
Pedagogy:	Lectures/ classroom discussion/ discussion using relevant research papers/ presentation/case study/ group project/ assignment or a combination of some of these. The sessions shall be interactive to enable peer group learning, Hands-on sessions using open-source software.			
Texts:	<ol style="list-style-type: none"> Cooper, D.R. & Schindler, P.S. (2022). <i>Business Research Methods</i>. (11/e). Tata McGraw Hill or Latest Edition. Kothari, C. R., & Garg, G. (2019). <i>Research Methodology: Methods And Techniques</i>. New Age International Publishers or Latest Edition. Aizel, Amir D., & Sounderpandian, Jayavel. (2019). <i>Complete Business Statistics</i>. (6/e). Tata McGraw Hill or Latest Edition. Gupta, S. C. (2019). <i>Fundamentals of Statistics</i>. (17/e). Himalaya Publishing House or Latest Edition. 			
References/ Readings:	<ol style="list-style-type: none"> Chawla, Deepak., & Sondhi, Neena. (2016). <i>Research Methodology: Concepts and Cases</i>. (2/e). Vikas Publishing House Private Ltd or Latest Edition. Israel, M. & Hay, I. (2006). <i>Research Ethics for Social Scientists</i>. Sage Publications or Latest Edition. Krishnaswami, O. R., Ranganathan. M., & Harikumar P. N. (2016). <i>Research Methodology</i>. (1/e). Himalaya Publishing house or Latest Edition. Oliver, P. (2010). <i>The Student's guide to research ethics</i>. Open University Press or Latest Edition. 			

	<p>5. Salmani-Nodoushan, M. A., & Alavi, S. M. (2004). <i>APA Style and Research Report Writing</i>. Zabankadeh Publications or Latest Edition.</p> <p>6. Wiles, R. (2013). <i>What are qualitative research ethics?</i> Bloomsbury Publishing or Latest Edition.</p>
Web Resources:	<p><i>e-PG Pathshala</i></p> <p>1. https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ahLCajOqz6/GWFCSpr/XYg==</p> <p>2. https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=JVkwqv+HM+natE9SiF7CZA==</p>

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Title of the Course	Primary Data Research
Course Code	MGF-6001
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:	<ol style="list-style-type: none"> 1. To understand the theoretical foundations and methodological principles of primary data research in management. 2. To design and develop instruments ensuring data quality and ethical integrity for collection of original data from various sources. 3. To employ appropriate sampling, measurement, and data analysis techniques for decision-making and quality research. 4. To interpret findings effectively towards theoretical contribution and communicate actionable insights for managerial and policy applications. 	
Course Outcomes:	Upon the completion of the course students will be able to:	Mapped to PSO
	CO 1. Understand and apply the principles and processes of primary data research in business contexts.	PSO1

	CO 2. Formulate research problems, hypotheses, and design valid and reliable instruments for field-based studies.		PSO2	
	CO 3. Employ appropriate sampling, measurement, and data collection techniques for decision-making and quality research.		PSO3	
	CO 4. Demonstrate Data Processing, Analysis, and Reporting ability based on appropriate techniques towards theoretical contribution and managerial implications.		PSO3, PSO4	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Foundations of Primary Data Research	10		
	1.1: Introduction to Research and Primary Data		CO1	K2
	1.2: Research Problem Formulation		CO1	K3
	1.3: Research Design		CO1	K2
	1.4 Ethics and Integrity in Research		CO1	K3
Module 2:	Sampling and Instrument Design	10		
	2.1: Sampling Fundamentals		CO2	K3
	2.2: Measurement and Scaling		CO2	K4
	2.3: Questionnaire and Instrument Design		CO2	K4
Module 3:	Data Collection Methods and Tools	20		
	3.1 Quantitative Data Collection Methods		CO3	K4
	3.2 Qualitative Data Collection Methods		CO3	K4
	3.3 Technology and Tools in Data Collection		CO3	K4
	3.4 Data Quality and Fieldwork Management		CO3	K4
Module 4:	Data Processing, Analysis, and Reporting	20		

	4.1 Organising Data		CO4	K3
	4.2 Quantitative Data Analysis		CO4	K4
	4.3 Qualitative Data Analysis		CO4	K4
	4.4 Reporting and Presentation of Results with a theoretical contribution and managerial implications		CO4	K4
Pedagogy:	Lecture based learning, Case and Field Based Learning, Collaborative Learning, Blended Learning, Project Work, Assignments and Presentations			
Texts:	<ol style="list-style-type: none"> 1. Cooper, D.R. & Schindler, P.S. (2022). Business Research Methods. McGraw Hill. 2. Saunders, M., Lewis, P., & Thornhill, A. (2019). Research Methods for Business Students. Pearson. 3. Bryman, A., & Bell, E. (2021). Business Research Methods. Oxford University Press. 			
References/ Readings:	<ol style="list-style-type: none"> 1. Malhotra, N. K., & Dash, S. (2020). Marketing Research: An Applied Orientation. Pearson. 2. Creswell, J. W., & Creswell, J. D. (2018). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches. Sage. 3. George Argyrous, (2024), Statistics For Research, Sage Publications. 4. Matthew B. Miles, A. Michael Huberman, and Johnny Saldaña (2014) Qualitative Data Analysis: A Methods Sourcebook, Sage Publications 			
Web Resources:	<ol style="list-style-type: none"> 1. https://www.ncrm.ac.uk/ 2. https://www.ncrm.ac.uk/resources/video/ 3. https://methods.sagepub.com/datasets 			

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Title of the Course	Behavioural Finance
Course Code	MGF-6002
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:	<ol style="list-style-type: none"> 1. To enable learners to discuss the significance of behavioural finance. 2. To enable learners to discuss the theories of behavior. 3. To enable learners to apply the concepts of behavioural biases in investment decisions. 4. To enable learners to comprehend behavioural aspects of investing. 	
Course Outcomes:	Upon completion of the course, students will be able to:	Mapped to PSO
	CO 1. Discuss the applications, themes and significance of behavioural finance.	PSO1
	CO 2. Discuss the theories of Behavior.	PSO1
	CO 3. Compare and contrast cognitive errors and emotional biases in investment decisions.	PSO1
	CO 4. Comprehend behavioural aspects of investing.	PSO1

Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Behavioural Finance 1.1 Evolution of Behavioural Finance, Key themes in Behavioural Finance: Heuristics, Framing, Emotions, Market Impact.	15	CO1	K2
	1.2 Applications of Behavioural Finance: Investors, Corporations, Markets, Regulations.		CO1	K2
	1.3 Important contributions in Behavioral Finance Literature, Criticisms of Behavioural Finance.		CO1	K2
Module 2:	Foundations of Rational Finance and Theories of Behaviour 2.1 <i>Foundations of Rational Finance:</i> Expected Utility Theory, Modern Portfolio Theory, Capital Asset Pricing Model, Efficient Market Hypothesis, Agency Theory.	15	CO2	K2
	2.2 <i>Theories of Behavior and Individual Decision Making:</i> Theory of Planned Behavior, Prospect Theory, Disposition effect, Heuristics, Perception, Economic Rationality Model, Bounded Rationality Model.		CO2	K2
Module 3:	Behavioural Biases 3.1 Cognitive Errors Vs. Emotional Biases.	15	CO3	K2
	3.2 <i>Cognitive Errors:</i> Conservatism Bias, Confirmation bias, Representativeness Bias, Illusion of Control Bias, Hindsight Bias, Anchoring and Adjustment Bias, Mental Accounting Bias, Framing Bias, Availability Bias.		CO3	K3
	3.3 <i>Emotional Biases:</i> Loss Aversion Bias, Overconfidence Bias, Self-control Bias, Status quo Bias, Endowment Bias, Regret-aversion Bias.		CO3	K3
Module 4:	Behavioural Aspects of Investing 4.1 Behavioral biases in asset allocation, Overcoming biases, Behavioral portfolio theory.	15	CO4	K5

	4.2 Practical application of biases, Investor psychology and market behavior.		CO4	K5
Pedagogy:	Lectures/ classroom discussion/ discussion using relevant research papers/ presentation/case study/ group project/ assignment 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. Chandra, P. (2016). <i>Behavioural Finance</i>. McGraw Hill Education (India) Private Limited or Latest Edition. 2. Nofsinger, J. R. (2017). <i>The Psychology of Investing</i> (Sixth Edition). Pearson Prentice Hall or Latest Edition. 3. Ackert, L. and Deaves, R. (2010). <i>Behavioral Finance – Psychology, Decision-Making and Markets</i>. South-Western Cengage Learning, United States or Latest Edition. 4. Baddeley, M. (2019). <i>Behavioural Economics and Finance</i> (Second Edition). Routledge Taylor and Francis Group or Latest Edition. 5. Burton, E. and Shah, S. (2013). <i>Behavioral Finance – Understanding the Social, Cognitive and Economic Debates</i>. Wiley, New Jersey or Latest Edition. 			
References/ Readings:	<ol style="list-style-type: none"> 1. CFA Institute. (2025). <i>CFA program curriculum: Level I (Portfolio Management)</i>. John Wiley & Sons or Latest Edition. 2. CFA Institute. (2025). <i>CFA program curriculum: Level II (Portfolio Management)</i>. John Wiley & Sons or Latest Edition. 3. Cruciani, C. (2017). <i>Investor Decision – Making and the Role of the Financial Advisor. A Behavioural Finance Approach</i>. Palgrave Macmillan or Latest Edition. 4. Montier, J. (2007). <i>Behavioural Investing: A Practitioner’s Guide to Applying Behavioural Finance</i>. John Willey and Sons, Ltd or Latest Edition. 5. Montier, J. (2008). <i>Behavioural Finance: Insights into Irrational Minds and Markets</i>. John Willey and Sons, Ltd or Latest Edition. 			
Web Resources:	https://www.sciencedirect.com/topics/economics-econometrics-and-finance/behavioural-finance			

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Title of the Course	Technical Analysis
Course Code	MGF-6003
Number of Credits	4 Credits
Theory/Practical	4 Theory
Level	500
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

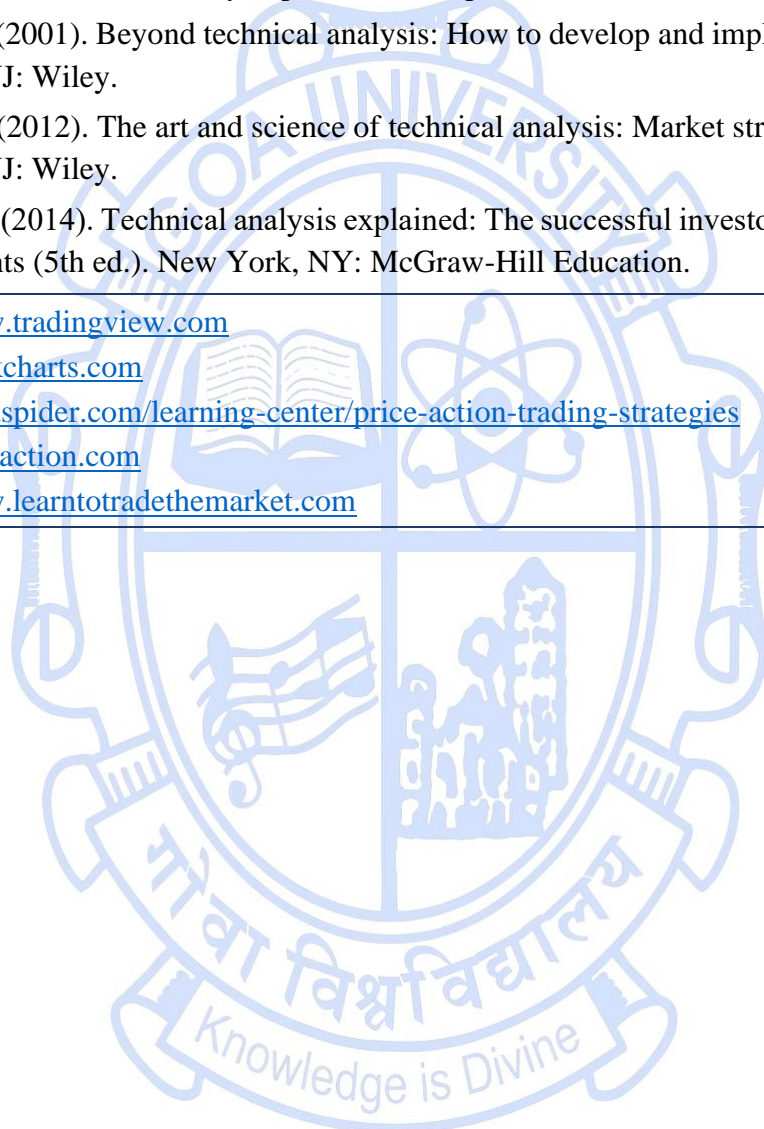
Pre-requisites for the Course:	Nil	
Course Objectives:	<ol style="list-style-type: none"> 1. To provide students with a conceptual foundation in technical analysis, including market trends, reversals, continuation patterns, and the use of charting tools. 2. To develop analytical skills in interpreting candlestick formations, indicators, and oscillators for evaluating market sentiment, momentum, and strength. 3. To build a strong understanding of price action and supply–demand dynamics for identifying institutional footprints and market structure. 4. To enable students to design and apply practical trading strategies with appropriate entries, exits, risk management 	
Course Outcomes:	Upon completion of the course, students will be able to:	Mapped to PSO
	CO 1. Gain conceptual understanding of technical analysis and apply charting tools, trend-lines, and polarity concepts to identify market trends.	PSO1
	CO 2. Analyze and interpret candlestick formations, indicators, and oscillators to evaluate	PSO1, PSO2

	market sentiment, momentum, volatility, and strength..			
	CO 3. Apply price action and supply–demand concepts to identify market structure, institutional footprints, and trading opportunities across multiple timeframes.		PSO2	
	CO 4. Design and execute trading strategies using price action setups with appropriate entries, exits, risk management.		PSO4	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Market Trends and Charting Tools	20	CO1	K2
	1.1 Introduction to Technical Analysis		CO1	K5
	1.2 Identifying the trends in the market		CO1	K4
	1.3 Reversal vs Continuation of trends – signals and reliability		CO1	K2
	1.4 Support and Resistance as trading decision tools		CO1	K5
	1.5 Drawing and Interpreting Trendlines		CO1	K2
Module 2:	Candlestick Patterns and Indicators	20	CO2	K5
	2.1 Single candlestick patterns: Doji, Hammer, Hanging Man, Inverted Hammer, Shooting Star, Spinning Top, Marubozu (bullish/Bearish)		CO2	K5
	2.2 Double candlestick patterns: Bullish/Bearish Engulfing, Piercing Line, Dark Cloud Cover, Bullish/Bearish Harami pattern		CO2	K5
	2.3 Multiple candlestick patterns: Morning Star, Evening Star, Three White Soldiers, Three Black Crows, Rising Three Methods, Falling Three Methods, Abandoned Baby		CO2	K4
2.4 Indicators/Oscillators – ADX (Average Directional Index), ATR Bands, Supertrend, Ichimoku Cloud, On-Balance Volume (OBV), MACD crossover and				

	divergence analysis			
	2.5 Fibonacci Retracement		CO2	K5
Module 3:	Introduction to Price Action Strategy	20	CO3	K4
	3.1 Introduction to Price Action and Market Structure			
	3.2 Supply & Demand Zones: formation, identification, fresh/tested/violated zones		CO3	K4
	3.3 Strength of zones: strong vs weak, institutional buying/selling zones		CO3	K5
	3.4 Candlestick dynamics: base candles, leg-out candles, invisible candles		CO3	K5
	3.5 Timeframes in price action		CO3	K5
Module 4:	Price Action Trading Strategies	30		
	4.1 Breakout strategies (valid breakouts, false breakouts, and retest confirmations).		CO4	K5
	4.2 Momentum-based setups (trend acceleration, strong candle moves, and continuation entries).		CO4	K6
	4.3 Follow the Footprint strategy (interpreting institutional activity through volume and order flow).		CO4	K6
	4.4 Trend strength and momentum confirmations		CO4	K6
	4.5 Volume-based confirmations		CO4	K6
Pedagogy:	The pedagogy for this course constitutes of mixture of Lectures, Interactive Discussions, Case Studies, Practical Chart Analysis Using Software Tools, Assignments, Group Presentations			
Texts:	<ol style="list-style-type: none"> 1. Keller, D. (Ed.). (2007). Breakthroughs in technical analysis: New thinking from the world's top minds. New York, NY: Bloomberg Press. 2. Kirkpatrick, C. D., & Dahlquist, J. R. (2015). Technical analysis: The complete resource for financial market technicians (3rd ed.). Boston, MA: Pearson. 			

References/ Readings:	<ol style="list-style-type: none"> 1. Bulkowski, T. N. (2021). Encyclopedia of chart patterns (3rd ed.). Hoboken, NJ: John Wiley & Sons. 2. Chande, T. (2001). Beyond technical analysis: How to develop and implement a winning trading system (2nd ed.). Hoboken, NJ: Wiley. 3. Grimes, A. (2012). The art and science of technical analysis: Market structure, price action, and trading strategies. Hoboken, NJ: Wiley. 4. Pring, M. J. (2014). Technical analysis explained: The successful investor's guide to spotting investment trends and turning points (5th ed.). New York, NY: McGraw-Hill Education.
Web Resources:	<ol style="list-style-type: none"> 1. https://www.tradingview.com 2. https://stockcharts.com 3. https://trendspider.com/learning-center/price-action-trading-strategies 4. https://priceaction.com 5. https://www.learntotradethemarket.com

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Title of the Course	Financial Management for MSME
Course Code	MGF-6004
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

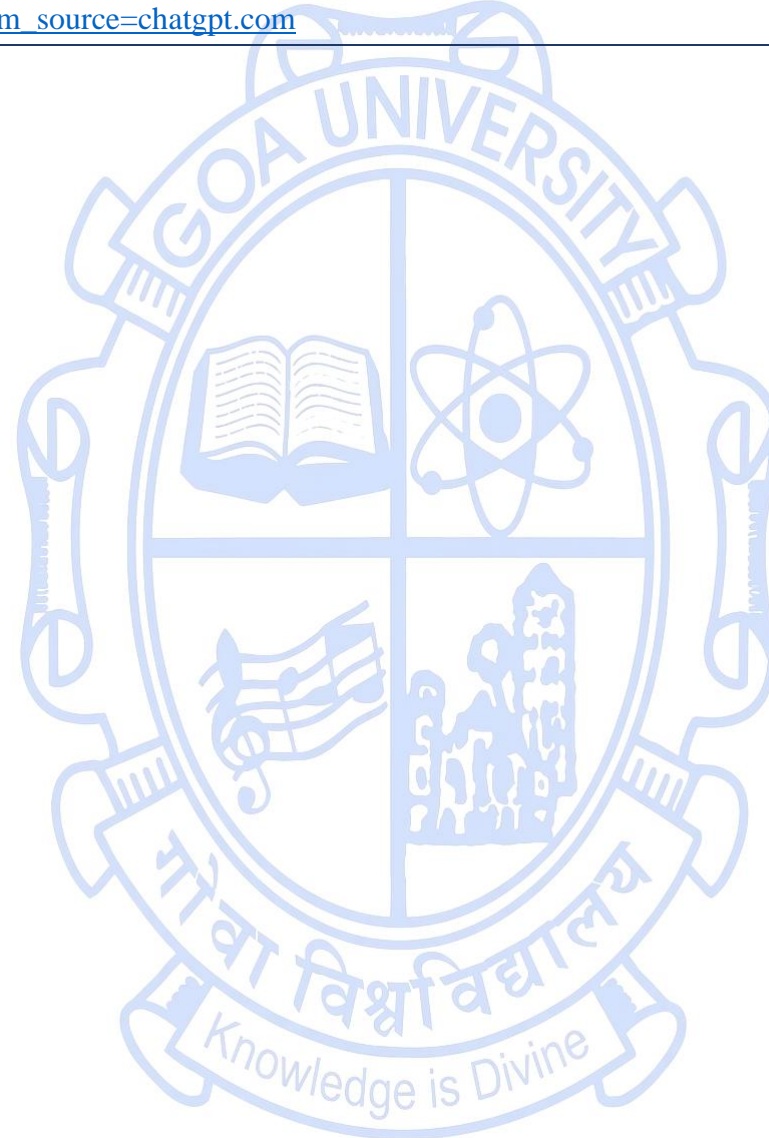
Pre-requisites for the Course:	Nil	
Course Objectives:	<ol style="list-style-type: none"> 1. To understand the financial goals, roles, and challenges of MSME management. 2. To analyze the institutional structure and sources of financial and developmental support for MSMEs. 3. To apply suitable financing techniques and credit appraisal methods for MSMEs. 4. To evaluate financial distress and formulate effective rehabilitation strategies for MSMEs. 	
Course Outcomes:	After completion of this course, the students will be able to	Mapped to PSO
	CO 1. Students will be able to understand the financial goals, functions, and key challenges in managing MSME finances.	PSO1
	CO 2. Students will be able to analyze the role of financial institutions and government agencies in supporting MSME financing.	PSO2
	CO 3. Students will be able to apply financing techniques and credit appraisal tools to assess	PSO1

	MSME funding requirements.			
	CO 4. Students will be able to evaluate the financial distress of MSMEs and propose suitable rehabilitation and recovery measures.		PSO3	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Fundamentals of Financial Management in MSMEs	15	CO1	K2
	1.1 Overview and classification of MSMEs under the MSMED Act, 2006			
	1.2 Financial Goals & Decision Making in MSMEs		CO1	K2
	1.3 Role of Financial Management in MSME for Survival and Growth		CO1	K2
	1.4 Issues & Challenges of MSMEs		CO1	K2
1.5 Conducting a study on financial management practices and challenges among local MSMEs.	CO1	K2		
Module 2:	Institutional Framework & MSME Financing	15	CO2	K4
	2.1 Forms of Financial Support: - Long- term and Short-term Financial Support			
	2.2 Sources of Financial Support: Development Financial Institutions, Investment Institutions, Central level Institutions, State level Institutions, Other agencies, Commercial Bank – Appraisal of Bank for loans.		CO2	K4
	2.3 Institutional aids for entrepreneurship development – Role of DST, SIDCO, NSIC, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureaus.		CO2	K4
	2.4 Analyzing the effectiveness of institutional and government financial support schemes for MSMEs using secondary data.		CO2	K4
Module 3:	Financing Options & Modes	15	CO3	K3
	3.1 Relevance of quasi capital and own money in business - Venture Capital, Hybrid Capital, special financial products for SMEs.			

	3.2 Assessment of Term Finance/ Working Capital for SMEs – Credit Risk Management of SMEs – Appraisal, assessment, collaterals, documentation, inspection, follow-up and monitoring, and review		CO3	K3
	3.3 Credit Scoring models, Standing and liquidity assessment, Credit pricing of SMEs.		CO3	K3
	3.4 Micro Enterprise Finance, P.S. guidelines related to MSME, Mudra Bank		CO3	K3
	3.5 Developing a credit scoring model for MSMEs using financial or banking data.		CO3	K3
Module 4:	MSME: Rehabilitation	15	CO4	K5
	4.1 Sickness-symptoms, warning signals, diagnosis, and prescriptions.		CO4	K5
	4.2 Rehabilitation, restructuring, holding on operations, work out		CO4	K5
	4.3 NPA management, recovery options, legal aspects/ options, securitization, and exit options/ alternatives.		CO4	K5
	4.4 Perform a case study on financially distressed MSMEs to evaluate rehabilitation and restructuring strategies.		CO4	K5
Pedagogy:	Interactive lectures, Case Studies, Industry examples, Group Projects, Presentations, Assignments, Flipped Classroom discussions			
Texts:	<ol style="list-style-type: none"> Chandra, P. (2019). <i>Financial management: Theory and practice</i> (10th ed.). McGraw-Hill Education. Desai, V. (2019). <i>Management of small-scale enterprises</i> (2nd ed.). Himalaya Publishing House. 			
References/ Readings:	<ol style="list-style-type: none"> Indian Institute of Banking and Finance. (2019). <i>Financing of MSMEs</i>. Taxmann Publications. Indian Institute of Banking and Finance. (2019). <i>Financing of MSMEs</i>. Taxmann Publications. Pandey, I. M. (2021). <i>Financial management</i> (12th ed.). Vikas Publishing House. SIDBI. (2025). <i>MSME pulse: A quarterly report on the MSME sector</i>. Small Industries Development Bank of India Publications. Khan, M. Y., & Jain, P. K. (2020). <i>Financial management: Text, problems and cases</i> (8th ed.). McGraw-Hill Education. 			
Web Resources:	<ol style="list-style-type: none"> https://www.ifc.org/content/dam/ifc/doc/2025/msme-banking-in-the-digital-era.pdf?utm_source=chatgpt.com 			

2. https://www.ifc.org/content/dam/ifc/doc/mgrt/assessment-of-state-of-risk-finance-for-msmes-in-india.pdf?utm_source=chatgpt.com

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Title of the Course	Financial Risk Management
Course Code	MGF-6005
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

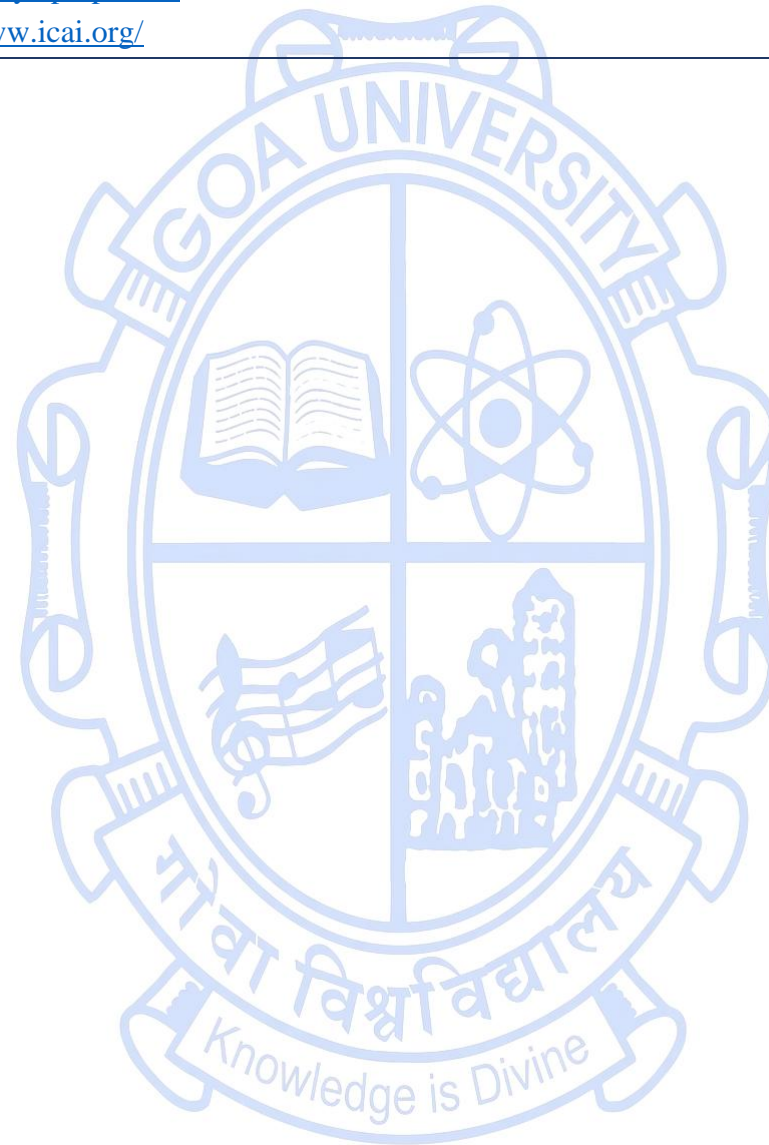
Pre-requisites for the Course:	Nil	
Course Objectives:	<ol style="list-style-type: none"> 1. To develop a comprehensive understanding of the fundamental concepts of risk, uncertainty, and financial risk, including the types of risks and risk management process. 2. To develop analytical proficiency in identifying, assessing, and quantifying various financial risks using qualitative and quantitative techniques. 3. To equip learners with competencies to design and implement risk management strategies for credit, operational, and enterprise risks. 4. To evaluate and apply risk management practices, including risk-adjusted performance measurement and regulatory frameworks, for informed decision-making. 	
Course Outcomes:	Upon the completion of the course, students will be able to:	Mapped to PSO
	CO 1. Understand the key concepts, types, and processes of financial risk management to interpret and communicate risk-related outcomes effectively.	PSO1

	CO 2. Apply qualitative and quantitative techniques to identify, assess, and measure financial risks.		PSO1, PSO2	
	CO 3. Design and implement risk management strategies for credit risks to mitigate potential financial losses.		PSO2	
	CO 4. Evaluate risk-adjusted performance, regulatory frameworks to mitigate operational and enterprise risk to support informed decision-making.		PSO2	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Financial Risk Management	15		
	1.1 Concept of Risk, Uncertainty and Financial Risk		CO1	K2
	1.2 Types of Risks		CO1	K2
	1.3 Risk Management – Objective and Process		CO1	K2
	1.4 Risk Management Techniques		CO1	K2
Module 2:	Risk Identification and Evaluation	15		
	2.1 Sources for Risks Identification		CO2	K2
	2.2 Role of Risk Manager and Risk Committee in identifying Risk		CO2	K3
	2.3 Risk assessment approaches and risk treatment		CO2	K3
	2.4 Quantification of Risk – Types, Tools and Techniques		CO2	K4
	2.5 Impact of Business Risk on various stakeholders		CO2	K3
Module 3:	Credit Risk Management	15		
	3.1 Credit Risk and Its components		CO3	K3
	3.2 Evaluating and Mitigating Credit risk		CO3	K3

	3.3 Qualitative and Quantitative Techniques of credit risk management		CO3	K5
	3.4 Credit Scoring models and their types		CO3	K5
	3.5 Calculation of Expected loss, unexpected loss, Risk contribution		CO3	K5
Module 4:	Operational and Enterprise Risk Management	15	CO4	K2
	4.1 Operational Risk Management – Concept and Risk Categories			
	4.2 Operational Risk Management Governance		CO4	K3
	4.3 Enterprise Risk Management – Concept and Techniques		CO4	K2
	4.4 Risk capital allocation and Risk-Adjusted Performance Measurement		CO4	K5
	4.5 Risk reporting and communication; Bank for International Settlements (BIS): BASEL I, II, and III		CO4	K5
Pedagogy:	The pedagogy for this course constitutes of mixture of Lectures, Case study, classroom discussion, seminar, assignment and group project.			
Texts:	<ol style="list-style-type: none"> 1. Yu, T., & Liu, M. (2025). <i>Financial risk management: An analytical approach</i>. Cognella Academic Publishing. 2. Roncalli, T. (2020). <i>Handbook of financial risk management, (1st edition)</i>, CRC Press. 3. Saunders, A., Cornett, M. M., & Erhemjamts, O. (2024). <i>Financial institutions management: A risk management approach, (11th edition)</i>. McGraw-Hill Education 			
References/ Readings:	<ol style="list-style-type: none"> 1. Jorion, P. (2011). <i>Financial risk manager handbook, (6th edition)</i>. Wiley 2. Hull, J. C. (2023). <i>Risk management and financial institutions, (6th edition)</i>, Wiley. 3. Hurley, B. (2023). <i>Financial risk management</i>, NY research press. 4. Deventer, D. R. Van, Imai, K., and Mesler, M. (2020). <i>Advanced Financial Risk Management (3rd edition)</i>. Wiley Finance Series. 			
Web Resources:	1. https://www.garp.org/			

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|--|---|
| | <ol style="list-style-type: none">2. https://analystprep.com/3. https://www.icai.org/ |
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Discipline Specific Vocational Elective (DSVE) Courses

Title of the Course	Personal Financial Planning
Course Code	MGF-6401
Number of Credits	4
Theory/Practical	2 Theory + 2 Practical
Level	500
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

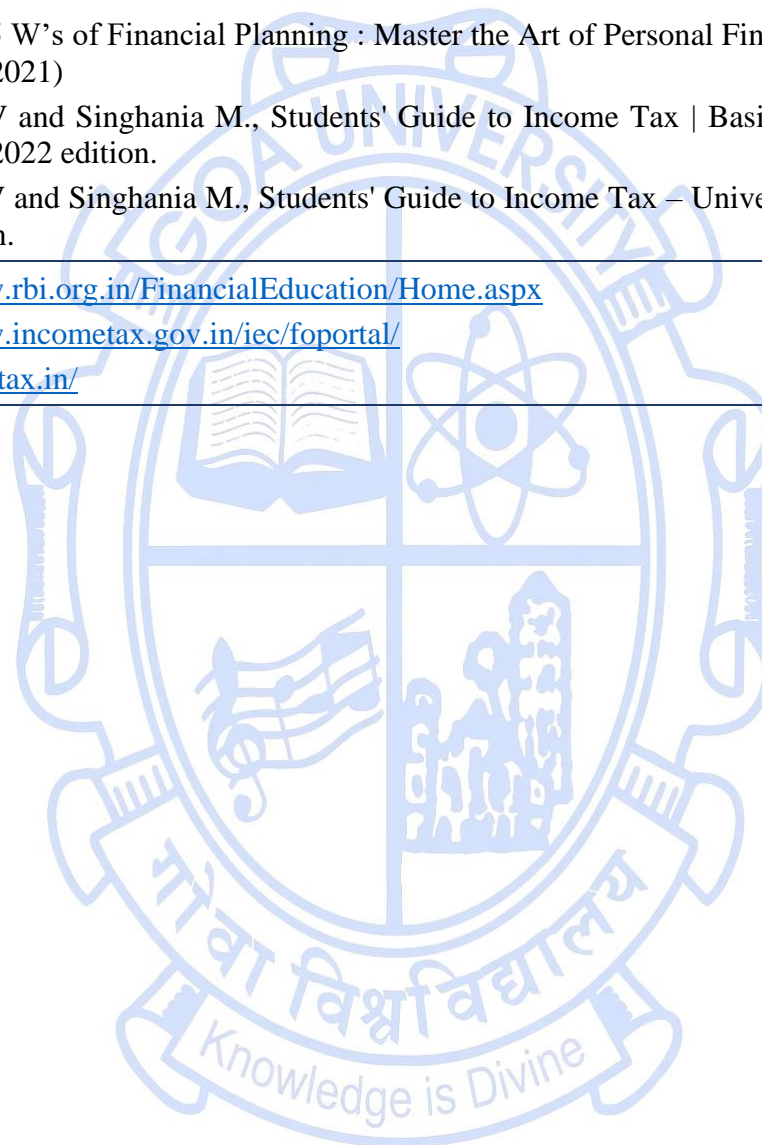
Pre-requisites for the Course:	Nil	
Course Objectives:	<ol style="list-style-type: none"> 1. To understand the fundamental concepts and process of personal financial planning. 2. To apply techniques for goal setting, savings, and investment decisions suited to different life stages. 3. To analyse tax implications, insurance, and retirement planning strategies for individuals. 4. To evaluate and create comprehensive financial plans incorporating budgeting, credit management, and technological tools. 	
Course Outcomes:	Upon the completion of this course the learners will be able to:	Mapped to PSO
	CO 1. Explain the principles and importance of personal financial planning and goal setting.	PSO 1
	CO 2. Apply appropriate saving and investment strategies based on risk–return objectives.	PSO 2

	CO 3. Analyze personal tax and retirement needs to develop long-term financial security.		PSO 2, PSO 3
	CO 4. Evaluate financial tools, credit options, and fintech applications to design an integrated personal financial plan		PSO 3, PSO 4
Content:		No of hours	Mapped to CO Cognitive Level
Module 1:	Introduction to Personal Financial Planning	15	
	1.1 Concept and objectives of personal financial planning		CO1 K2
	1.2 Financial goals: short-term, medium-term, long-term		CO1 K2
	1.3 Time value of money – concepts of compounding and discounting		CO1 K2
	1.4 Personal balance sheet and cash flow statement		CO1 K2
	1.5 Financial planning process and role and ethics of a financial planner		CO1 K2
	Practical component: Preparation of budget plan based on assessment of financial goals. Students will perform practical exercises using MS Excel or financial calculators to compute the future and present values of cash flows under different scenarios.		CO1 K2
Module 2:	Savings, Investments, and Risk Management	20	
	2.1 Saving vs. investing: principles and importance		CO2 K3
	2.2 Investment avenues, Risk–return trade-off and diversification		CO2 K3
	2.3 Theory of risk transfer: risk evaluation, risk management strategy, risk profiling and asset allocation		CO2 K3
	2.4 Life insurance and health insurance planning		CO2 K3
	2.5 Emergency funds and contingency planning		CO2 K3
	Practical component: Assess basic insurance needs and suggest appropriate coverage. Allocate savings across asset classes based on risk tolerance.		CO2 K3
Module 3:	Personal Tax Planning and Retirement Planning	35	

	3.1 Personal taxation: income heads, deductions, exemptions		CO3	K4
	3.2 Tax planning for individuals and salaried employees (computation of Gross total income, net taxable income,, tax liability for individuals, Old and new tax regimes, filing of returns and assessment)		CO3	K4
	3.3 Retirement planning: need, pension products, NPS, EPF, PPF		CO3	K4
	3.4 Power of compounding and retirement corpus estimation		CO3	K4
	Practical component: Calculation of net taxable income based on real life data, filing of returns, Estimate corpus required for retirement and suggest saving strategies.		CO3	K4
Module 4:	Budgeting, Credit Management, and Technology in Financial Planning	20		
	4.1 Household budgeting and expense management		CO4	K4
	4.2 Managing credit cards, loans, and credit scores		CO4	K4
	4.3 Debt reduction strategies and responsible borrowing		CO4	K4
	4.4. Role of fintech and robo-advisory tools in personal finance		CO4	K4
	4.5 Behavioural aspects of financial decision-making		CO4	K4
	Practical component: Create a monthly personal or household budget using MS Excel or an online budgeting app, Explore and demonstrate the use of one digital financial planning tool		CO4	K4
Pedagogy:	Interactive Lectures, Case Studies & Problem Solving, Hands-on Exercises, Group Projects, Use of Online Simulators for practical exposure.			
Texts:	<ol style="list-style-type: none"> Mittra S., Rai S., Sahu A., Starn H. (2020). <i>Financial Planning : Theory and Practice</i>. Sage Publication. Indian Institute of Banking and Finance (IIBF)'s Introduction to Financial Planning, Systematic and Comprehensive Overview of Financial Planning with Emphasis on 'Elements of Financial Planning' & 'Elements of Creating a Financial Plan' (January 2017) Murali S., Subbakrishna K. R. (2018). <i>Personal Financial Planning</i>. Himalaya Publishing House. 			
References/	1. Mehrotra, H. C. (2020). <i>Income Tax including Tax Planning and Management</i> . Sahitya Bhawan Publications,			

Readings:	<p>Agra.</p> <ol style="list-style-type: none"> 2. Rajput V., 5 W's of Financial Planning : Master the Art of Personal Finance Strategy, Notion Press; 1st edition (5 November 2021) 3. Singhanian V and Singhanian M., Students' Guide to Income Tax Basic Personal Taxation, Taxmann Publisher, November 2022 edition. 4. Singhanian V and Singhanian M., Students' Guide to Income Tax – University Edition, Taxmann Publisher, August 2025 edition.
Web Resources:	<ol style="list-style-type: none"> 1. https://www.rbi.org.in/FinancialEducation/Home.aspx 2. https://www.incometax.gov.in/iec/foportal/ 3. https://cleartax.in/

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Title of the Course	Fixed Income Securities
Course Code	MGF-6402
Number of Credits	04 – 2Theory + 2 Practical
Theory/Practical	Theory and Practical
Level	500
Effective from AY	2025-26
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

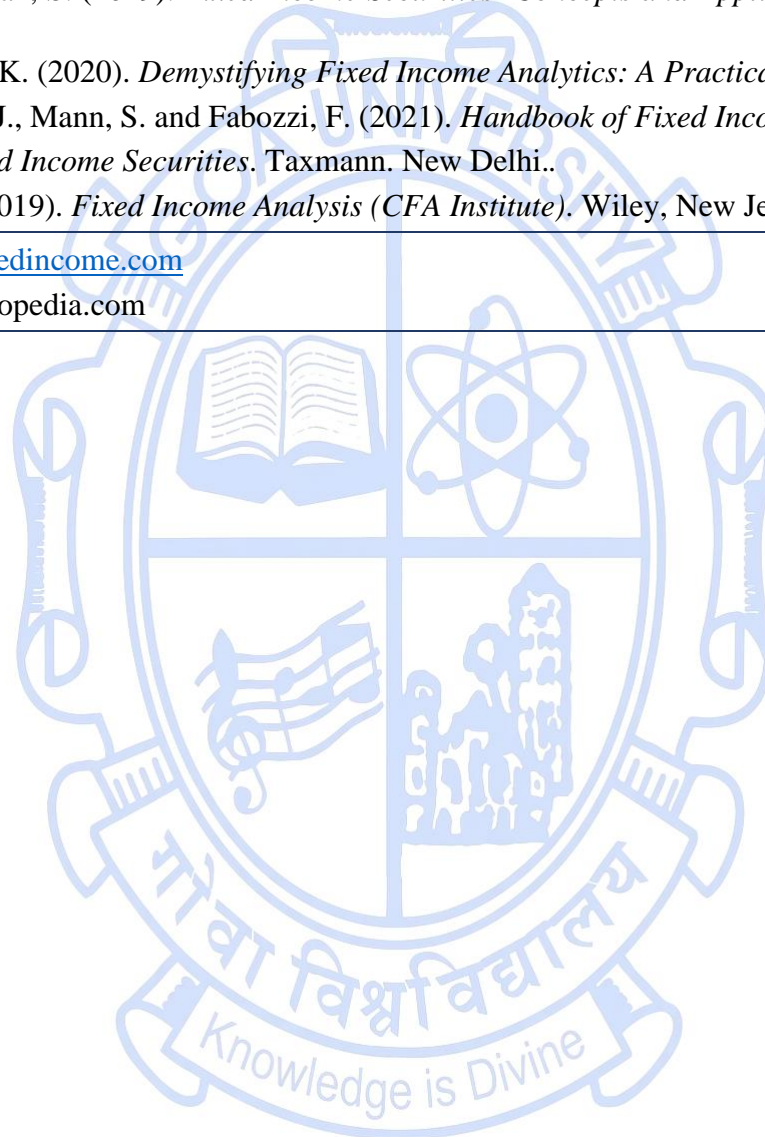
Pre-requisites for the Course:	Nil	
Course Objectives:	<ol style="list-style-type: none"> 1. To build understanding of fixed-income instruments, markets, risks, and issuance/trading mechanisms in India. 2. To develop analytical skills to value straight and embedded-option bonds and to interpret the yield curve/term structure. 3. To equip students to price and use fixed-income derivatives for hedging and risk management. 4. To train students to design, analyze, and optimize bond portfolios using spreadsheets and introduce AI/ML applications for strategy support. 	
Course Outcomes:	Upon completion of the course, students will be able to:	Mapped to PSO
	CO 1. Explain features, market architecture, and risk types of fixed-income securities, including Indian money/debt markets.	PSO1
	CO 2. Perform computations and analysis related to valuation and risk management in bonds and their derivatives.	PSO2

	CO 3. Construct passive and active fixed-income portfolios using spreadsheet-based optimization and risk metrics.		PSO2	
	CO 4. Apply spreadsheet, AI and ML applications in management of fixed income securities		PSO2, PSO3, PSO4	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Fixed Income Securities	15	CO1	K2
	1.1 Features of fixed income securities, types and their significance in the economy		CO1	K2
	1.2 Institutional mechanism of fixed income securities market		CO1	K2
	1.3 Money market and debt market in India, primary and secondary bond market and market participants		CO1	K2
	1.4 Risks in fixed income securities		CO1	K2
	1.5 Issuance, trading and settlements of debt securities in India		CO1	K2
Module 2:	Valuation and Analysis of Fixed Income Securities (Practical)	30	CO2	K2
	2.1 Yield curve and term structure analysis		CO2	K3, K4, K5
	2.2 Valuation of callable and puttable bonds		CO2	K3, K4, K5
	2.3 Duration, Convexity and Immunization		CO2	K3, K4, K5
	2.4 Valuation of capped, floored, floating rate and convertible bonds		CO2, CO4	K3, K4, K5
	2.5 Spreadsheet applications in valuation of fixed income securities		CO2, CO4	K3, K4, K5
	2.6 Spreadsheet applications in duration, convexity and immunization		CO2, CO4	K3, K4, K5
	2.7 Spreadsheet applications in risk management in fixed income securities	CO2, CO4	K3, K4, K5	

Module 3:	Fixed Income Derivatives	15	CO2	K2
	3.1 Bond futures – concept and benefits		CO3, CO4	K2, K3
	3.2 Hedging using futures		CO2	K3, K4, K5
	3.3 Valuation of futures and forwards		CO2	K3, K4, K5
	3.4 Interest rate forwards and futures		CO2	K3, K4, K5
	3.5 Interest rate swaps and their applications		CO2	K2, K3, K4
	3.6 Pricing and valuation of interest rate swaps		CO2	K2, K3
Module 4:	Bond Portfolio Management (Practical)	30		
	4.1 Bond portfolio management and Investment objectives		CO3	K2
	4.2 Constructing fixed income portfolio		CO3	K2
	4.3 Passive and active fixed income strategies		CO3	K3, K4, K5
	4.4 Bond portfolio and risk management		CO3	K3, K4, K5
	4.5 Spreadsheet applications in creation and analysis of fixed income portfolio.		CO3, CO4	K3, K4, K5, K6
	4.6 Spreadsheet applications in bond portfolio optimization		CO3, CO4	K3, K4, K5, K6
4.7 AI and ML applications in bond portfolio management	CO3, CO4	K3, K4, K5		
Pedagogy:	Lectures/ classroom discussion/ presentation/case study/ group project/ lab practical/assignment or a combination of some of these.			
Texts:	<ol style="list-style-type: none"> 1. Tuckman, B. and Serrat, A. (2022). <i>Fixed Income Securities: Tools For Today's Markets</i>. Wiley. 2. Mukherjee, K. (2020). <i>Demystifying Fixed Income Analytics: A Practical Guide</i>. Routledge. 			

References/ Readings:	<ol style="list-style-type: none"> 1. Parameswaran, S. (2019). <i>Fixed Income Securities- Concepts and Applications</i>. Walter de Gruyter GmbH & Co KG, Berlin. 2. Mukherjee, K. (2020). <i>Demystifying Fixed Income Analytics: A Practical Guide</i>. Routledge, New York. 3. Fabozzi, F. J., Mann, S. and Fabozzi, F. (2021). <i>Handbook of Fixed Income Securities</i>. McGraw Hill, New York. 4. NISM. <i>Fixed Income Securities</i>. Taxmann. New Delhi.. 5. Petite, B. (2019). <i>Fixed Income Analysis (CFA Institute)</i>. Wiley, New Jersey..
Web Resources:	<ol style="list-style-type: none"> 1. www.thefixedincome.com 2. www.investopedia.com

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Title of the Course	Equity Valuation
Course Code	MGF-6403
Number of Credits	04 (2T + 2P)
Theory/Practical	02 Theory + 02 Practical
Level	500
Effective from AY	2025-26
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

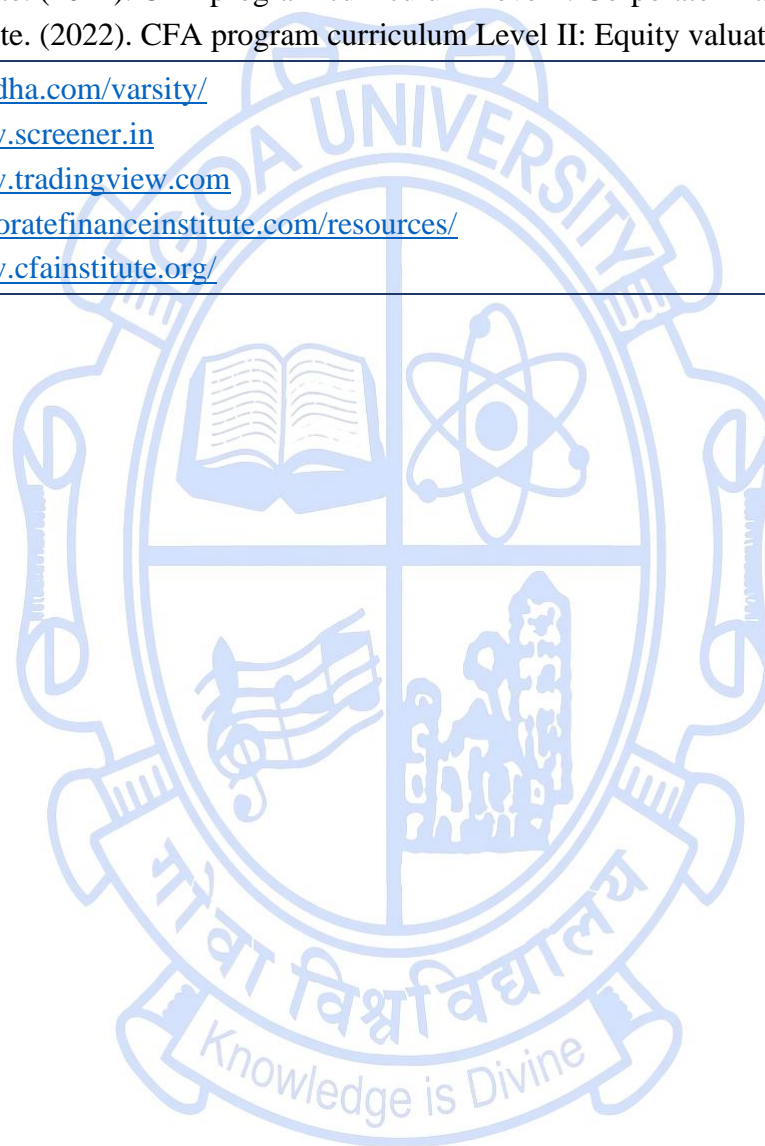
Pre-requisites for the Course:	Nil	
Course Objectives:	<ol style="list-style-type: none"> 1. To develop a comprehensive understanding of the fundamentals of equity valuation, including concepts, types of values, applications, and the valuation process. 2. To develop analytical proficiency in valuing equity using models such as dividend discount models, free cash flow models, and relative valuation techniques. 3. To equip learners with competencies to analyze and interpret valuation results, assess company performance, and identify overvalued or undervalued stocks. 4. To evaluate and apply practical valuation techniques using real-time data, financial statements, and spreadsheet tools for investment and corporate finance decision-making. 	
Course Outcomes:	Upon the completion of the course students will be able to:	Mapped to PSO
	CO 1. Understand the key concepts, applications, and processes of equity valuation to interpret and communicate valuation outcomes effectively.	PSO1

	CO 2. Apply the Dividend Discount Model (DDM) to estimate the value of equity using spreadsheet tools.		PSO1, PSO2
	CO 3. Create and analyze a comprehensive financial model using the Discounted Cash Flow (DCF) approach in a spreadsheet to estimate intrinsic equity value.		PSO2, PSO3
	CO 4. Apply and evaluate market-based and enterprise valuation multiples to assess company value and detect mispriced stocks		PSO1, PSO3
Content:		No of hours	Mapped to CO
Module 1:	Equity Valuation: Applications and Process	22	
	1.1 Concept and Types of Values		CO1 K2
	1.2 Applications of equity valuation		CO1 K3
	1.3 Valuation process		CO1 K4
	1.4 Communicating valuation results		CO1 K2
1.5 Return Concepts and its types	CO1 K2		
Module 2:	Discounted Dividend Model of Valuation	22	
	2.1 Concept and underlying principle		CO2 K2
	2.2 Single and multiple holding period valuations (<i>Practical</i>)		CO2 K4
	2.3 Gordon growth model (<i>Practical</i>)		CO2 K4
	2.4 Multi-stage dividend model – two stage, three stage and H-model (<i>Practical</i>)		CO2 K4
2.5 Building DDM model using spreadsheet applications (<i>Practical</i>)	CO2 K6		
Module 3:	Free Cash Flow Model of Valuation	24	
	3.1 Concept of Free cash flow and its categories – FCFE and FCFE		CO3 K2

	3.2 Computing and forecasting of FCFF and FCFE (<i>Practical</i>)		CO3	K4
	3.3 Present value of FCFF and FCFE valuation approaches (<i>Practical</i>)		CO3	K4
	3.4 Single stage and Multi-stage FCFF and FCFE growth models (<i>Practical</i>)		CO3	K4
	3.5 Financial Modelling using DCF Approach in Spreadsheet (<i>Practical</i>)		CO3	K6
Module 4:	Market Based and Asset Based Valuation	22	CO4	K2
	4.1 Concept of market-based valuation approach			
	4.2 Price multiples – Price to earnings, price to book value, price to sales, price to cash flow, dividend yield		CO4	K4
	4.3 Enterprise value multiples – enterprise value to EBITDA, enterprise value to sales, other enterprise value multiples		CO4	K4
	4.4 Application of Relative Valuation Using Real-Time Data		CO4	K6
	4.5 Asset based valuation – Intrinsic value (<i>Practical</i>)		CO4	K3
Pedagogy:	The pedagogy for this course constitutes of mixture of Lectures, Case study, classroom discussion, seminar, assignment and group project.			
Texts:	<ol style="list-style-type: none"> Pinto, J. E., Robinson, T. R., & Stowe, J. D. (2020). Equity Asset Valuation. CFA Institute Investment Series, Wiley, New-Delhi Khan, S., & Soni, R. (2025). Equity valuation: Methods and analysis. Himalaya Publishing House. 			
References/ Readings:	<ol style="list-style-type: none"> Damodaran, A. (2006). Damodaran on Valuation: Security Analysis for Investment and Corporate Finance (2nd edition). Wiley. Damodaran, A. (2012). Investment Valuation: Tools and Techniques for Determining the Value of Any Asset (3rd edition). Wiley. Pandey, I. M. (2021). Financial management (12th edition). Vikas Publishing House, New Delhi Kelleher, J. (2010). Equity Valuation for Analysts and Investors: A Unique Stock Valuation Tool for Financial Statement Analysis and Model Building, McGraw Hill. 			

	<ol style="list-style-type: none">5. CFA Institute. (2022). CFA program curriculum Level I: Corporate finance and equity investments. CFA Institute.6. CFA Institute. (2022). CFA program curriculum Level II: Equity valuation. CFA Institute.
Web Resources:	<ol style="list-style-type: none">1. https://zerodha.com/varsity/2. https://www.screener.in3. https://www.tradingview.com4. https://corporatefinanceinstitute.com/resources/5. https://www.cfainstitute.org/

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Title of the Course	Business Analytics
Course Code	MGF-6404
Number of Credits	04 – 2Theory + 2 Practical
Theory/Practical	Theory and Practical
Level	500
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:	To familiarize the learners about the domain of business analytics and equip them with skills in descriptive, predictive and prescriptive analytics.	
Course Outcomes:	Upon completion of the course, students will be able to:	Mapped to PSO
	CO 1. Explain the concepts in business analytics, its process and strategic significance.	PSO1, PSO3
	CO 2. Perform descriptive analytics with data visualization, cluster analysis, and social media analytics.	PSO2, PSO4
	CO 3. Apply techniques of regression models, decision trees, Discriminant analysis, and Artificial Neural Network in developing predictive models.	PSO2, PSO4
	CO 4. Determine optimal solutions for given business resource problem with application of linear programming.	PSO2, PSO3, PSO4

Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Unit 1: Introduction to Business Analytics	15	CO1	K2
	1.1 Meaning, significance, and applications of business analytics		CO1	K2
	1.2 Types of analytics: descriptive, predictive, prescriptive		CO1	K2
	1.3 Building analytics capability, process, and strategic role			
	1.4 Model deployment and requirements for effective implementation		CO1	K2
	1.5 Big data analytics and application software ecosystem		CO1	K2
Module 2:	Unit 2: Descriptive Analytics (Practical)	30	CO2	K2
	2.1 Structured vs. unstructured data; descriptive statistics		CO2	K3, K4, K5
	2.2 Data visualization: univariate, bivariate, multivariate		CO2	K3, K4, K5
	2.3 Graphical EDA: box plots, histograms, heatmaps, scatterplots		CO2	K3, K4, K5
	2.4 Business intelligence dashboards: mapping and interactive charts		CO2	K3, K4, K5
	2.5 Pattern discovery: association rules and sequence rules		CO2	K3, K4, K5
	2.6 Segmentation: cluster analysis (K-means, hierarchical); social media analytics		CO2	K3, K4, K5
Module 3:	Unit 3: Predictive Analytics (Practical)	30	CO3	K2, K3
	3.1 Regression foundations: CLRM and assumptions		CO3	K3, K4, K5
	3.2 Specification, estimation (bivariate/multiple), and inference (hypothesis testing)		CO3	K3, K4, K5
	3.3 OLS properties (BLUE), diagnostics, and goodness-of-fit		CO3	K3, K4, K5
	3.4 Model misspecification and assumption violations: detection and remedies		CO3	K3, K4, K5
	3.5 Decision trees: CHAID, CART, Random Forest; ML applications		CO3	K3, K4, K5
3.6 Other techniques: discriminant analysis and artificial neural networks	CO3	K3, K4, K5		

Module 4:	Unit 4: Prescriptive Analytics	15		
	4.1 Introduction to prescriptive analytics		CO4	K2
	4.2 Linear programming (LP) model building		CO4	K3, K4, K5
	4.3 Sensitivity analysis in LP		CO4	K3, K4, K5
	4.4 Graphical solution methods for LP		CO4	K3, K4, K5, K6
	4.5 Portfolio optimization techniques		CO4	K3, K4, K5, K6
	4.6 Spreadsheet implementation and interpretation of LP results		CO4	K3, K4, K5
Pedagogy:	Lectures/ classroom discussion/ presentation/case study/ group project/ lab practical/assignment or a combination of some of these.			
Texts:	<ol style="list-style-type: none"> 1. Kumar, U. (2017). <i>Business Analytics: The Science of data-Driven Decision Making</i>. Wiley. 2. Rao, P. (2013). <i>Business Analytics: An Application Focus</i>. PHI Learning, Delhi. 3. Abbott, D. (2014). <i>Applied Predictive Analytics</i>, Wiley. 			
References/ Readings:	<ol style="list-style-type: none"> 1. Winston, W. (2016). <i>Microsoft Excel Data Analysis and Business Modeling</i>, Pearson. 2. Tatsat, H., Puri, S., Lookabaugh, B. (2020). <i>Machine Learning and Data Science Blueprints for Finance</i>, O'Reilly Media Inc., Boston, USA. 3. Mitchell, T. (2017). <i>Machine Learning</i>, McGraw Hill. 4. Kang, M. and Choi, E. (2021). <i>Machine Learning: Concepts, Tools and Data Visualization</i>, World Scientific. 5. Gujarati, D. (2004). <i>Basic Econometrics</i>, McGraw Hill, New Delhi. 			
Web Resources:	<ol style="list-style-type: none"> 1. www.kaggle.com 2. www.towardsdatascience.com 			

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Title of the Course	Spreadsheet Modelling and Analysis
Course Code	MGF-6405
Number of Credits	04
Theory/Practical	2 Theory + 2 Practical
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:	<ol style="list-style-type: none"> 1. To develop a comprehensive understanding of the fundamentals of spreadsheet modelling for effective analysis. 2. To develop analytical proficiency in applying data analysis techniques, data validation, pivot tables, and visualization tools to interpret, summarize, and communicate insights from structured datasets. 3. To equip learners with competencies to build and implement spreadsheet-based models using advanced functions for informed business and financial decision-making. 4. To evaluate and apply practical dashboard design and reporting techniques for effective communication of business insights and decision support. 	
Course Outcomes:	Upon the completion of the course, students will be able to:	Mapped to PSO
	CO 1. Understand the key concept, functions of spreadsheets to organize and summarize data effectively.	PSO2

	CO 2. Apply analytical tools, pivot tables, and visualizations in spreadsheets to interpret data and communicate insights effectively.		PSO2	
	CO 3. Analyze spreadsheet models using advanced functions, what-if analysis, and macros for effective business decision-making.		PSO2	
	CO 4. Create interactive dashboards using spreadsheet tools.		PSO2	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Spreadsheet modelling and analysis	20		
	1.1 Spreadsheet modelling – Concept, uses, importance and key elements		CO1	K2
	1.2 Spreadsheet Structure – Spreadsheet vs Worksheet vs Workbook, Interface overview, Planning data layout for effective analysis		CO1	K2
	1.3 Data Types and structure – numeric, text, date, logical, fill handles, rows and columns		CO1	K4
	1.4 Data handling and Preparation – Sorting and filtering data, handling duplicates and missing values, converting text to columns, importing and exporting data		CO1	K4
1.5 Functions and Utilities for modelling – arithmetic and logical function, lookup and reference function, conditional formatting, error handling, protecting worksheets, summary using formulas	CO1	K4		
Module 2:	Data Analysis and Visualization using spreadsheets	25		
	2.1 Analytical techniques – trend analysis and comparative analysis		CO2	K3
	2.2 Data validation – objective, setting data validation rules, trace precedents and dependents, methods of data validation		CO2	K3
	2.3 Data Visualizing – charts, graphs, sparklines, data interpretation through visuals. Use of AI for data visualization.		CO2	K6

	2.4 Pivot tables and their applications – Concept, objective, creating, formatting and customizing pivot tables and pivot charts - use of AI.		CO2	K6
	2.5 Working with multiple worksheet – linking data, consolidating, cross-referencing		CO2	K3
Module 3:	Analytical modelling and Decision tools	20	CO3	K4
	3.1 Modelling functions – Nested IF, COUNTIF, SUMIF, VLOOKUP, HLOOKUP, INDEX-MATCH, analytical applications, error handling			
	3.2 What-If analysis – Concept and uses, Goal Seek Scenario manager, forecasting applications			
	3.3 Sensitivity and risk analysis – concept and importance, scenario application in financial and business models			
	3.4 Advanced Analytical tools – Data Analytics Tool pack for advanced data analysis for decision making, statistical and financial analysis			
	3.5 Macros – purpose, recording and running macros		CO3	K4
Module 4:	Dashboard Design and Reporting	25	CO4	K2
	4.1 Introduction to dashboards – concept, purpose, principles of effective dashboard design			
	4.2 Key Performance Indicators (KPIs) – identification, relevance, metrics			
	4.3 Data Preparation for dashboards – cleaning, structuring tables & charts, use of AI for dashboard designing			
	4.4 Visual Design and Customization – applying color themes, layout, icons, shapes and sparklines, slicers and filters for insights			
	4.5 Exporting and Reporting – Presenting dashboards, export to PDF/PowerPoint, evaluating dashboard effectiveness		CO4	K5

Pedagogy:	The pedagogy for this course constitutes of mixture of Lectures, Practical, Case study, classroom discussion, seminar, assignment and group project.
Texts:	<ol style="list-style-type: none"> 1. Arora, R. (2023). Mastering advanced Excel: With ChatGPT integration – Learn formulas and functions, advance pivot tables, macros, VBA coding, ChatGPT integration with exercises. BPB Publications 2. Rees, M. (2018). Principles of Financial Modelling - Model Design and Best Practices Using Excel and VBA, (<i>1st edition</i>). Wiley 3. Lehman, D. E., & Groenendaal, H. (2019). Practical Spreadsheet Modeling Using @Risk (<i>1st edition</i>). Chapman & Hall/CRC. 4. Ragsdale, C. T. (2021). Spreadsheet Modeling & Decision Analysis: A Practical Introduction to Business Analytics (<i>9th edition</i>). Cengage Learning
References/ Readings:	<ol style="list-style-type: none"> 1. Rees, M. (2024). Financial modeling in practice: A concise guide for intermediate and advanced levels (<i>1st edition</i>). Wiley 2. Kumar, D. (2025). AI powered Excel: Unlocking smarter spreadsheets: Excel's AI revolution: The ultimate guide – How artificial intelligence can make you a spreadsheet master! 3. Day, A. L. (2008). Mastering Financial Modelling in Microsoft Excel, (<i>2nd edition</i>), Pearson 4. Lalwani, L. (2019). Excel 2019 All-In-One: Master the new features of Excel 2019 / Office 365 (<i>1st edition</i>). BPB Publications.
Web Resources:	<ol style="list-style-type: none"> 1. www.tutorialspoint.com/excel_dashboards 2. https://stackby.com/blog/how-to-create-a-dashboard-in-excel/ 3. https://www.edureka.co/blog/spreadsheet-modelling

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SEMESTER IV

Generic Elective (GE) Courses

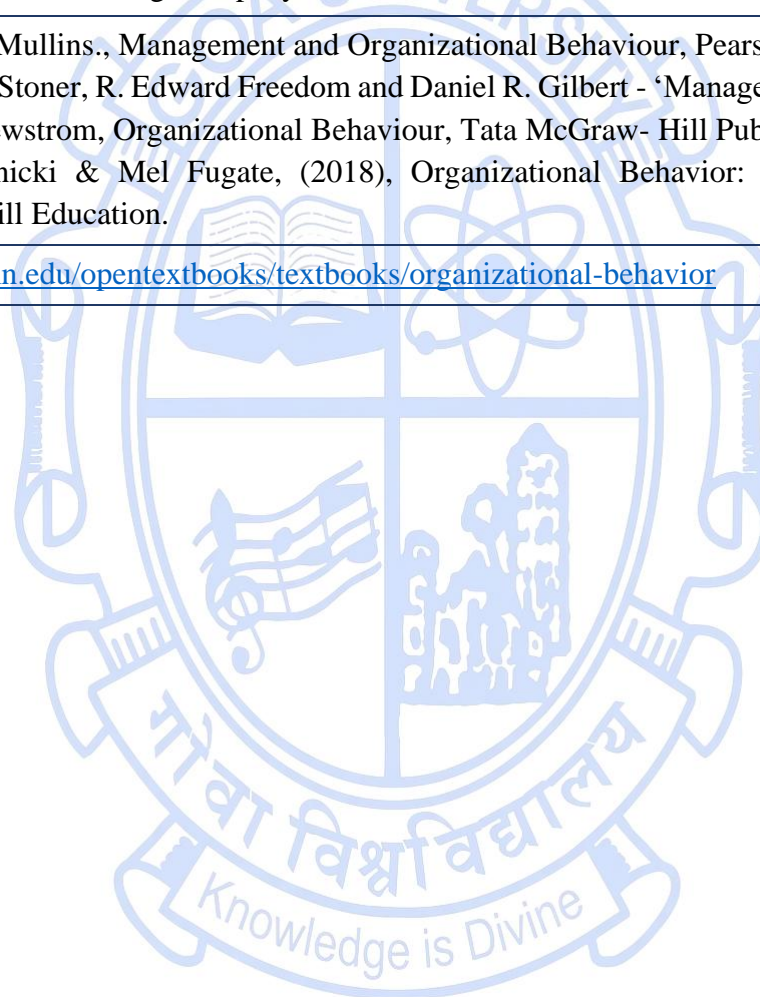
Title of the Course	Organizational Behaviour
Course Code	MGF-6201
Number of Credits	4
Theory/Practical	Theory
Level	500
Effective from AY	2025-26
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No
Pre-requisites for the Course:	Nil
Course Objectives:	<ol style="list-style-type: none">1. To understand the need to study organization behavior through Individual behavior.2. To analyze the importance of organizational design and culture.3. To comprehend the significance of teams building and change management.4. To evaluate how factors like Power and Politics, conflict and negotiations and Stress Management influence organizational performance.

Course Outcomes:	Upon the completion of the course, students will be able to:	Mapped to PSO		
	CO 1. Gather the knowledge of individual behavior and its impact on organizational behavior	PSO1		
	CO 2. Develop skills to make informed decisions based on design structures and organizational culture.	PSO2		
	CO 3. Design and execute strategies of managing teams to enhance performance.	PSO3		
	CO 4. Demonstrate the ability to analyze and apply behavioural variables that need to be considered while taking important employee related decisions.	PSO2, PSO3		
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Organizational Behaviour	10		
	1.1: Concept, need and importance of organizational behaviour – Nature and scope		CO1	K2
	1.2: Historical Development of OB Framework. Organizational goal strategies and responsibilities.		CO1	K3
Module 2:	Organizational Design and Culture and communication	20		
	2.1: Organizational Design: Key factors, Types, Need and significance, Patterns of structure and work organizations.		CO2	K4
	2.2: Organizational Culture; Meaning and dimensions; Role of founders' values and vision in creating and sustaining culture; Types of organizational cultures; Impact of culture on image and performance of the organization.		CO2	K6

	2.3: Organizational Communication - Tool and Techniques- Johari Window, Transactional Analysis, Lateral Thinking, Brain Storming, Delphi Technique, Power of grapevine and other informal communication techniques.			K6
Module 3:	Team building and Change management	20		
	3.1: Groups and Teams- Group Dynamics -Groups versus teams -Nature and types of groups and teams- Five stages of group/team development-		CO3, CO4	K4
	3.2: Change Management –Nature of Change – Responses to Change – Cost and Benefits of Change. –Three stage Model of change Process –Building Support for Change.		CO3, CO4	K4
	3.3: Resistance to Change – Nature and Effect – Reasons for Resistance – Types of Resistance –Implementing Transformational Leadership and Change –Elements of Transformational Leadership		CO3, CO4	K6
Module 4:	Organizational Outcomes	10		
	4.1: Power and Politics: Power - Dynamics, Sources and Tactics Politics - Essence, Types of political activities - Ethics of power and politics..		CO4, CO5	K5
	4.2: Conflicts and Negotiations - Nature of conflict - Functional and Dysfunctional conflict - Conflict resolution and negotiations- Managing conflict during change initiatives.		CO4, CO5	K5
	4.3: Stress: Meaning and definition - Work stress model - Sources of stress - Stress Management - Individual and Organizational Strategies - Impact of stress on performance.		CO4, CO5	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. Stephen P. Robbins, Timothy A. Judge, Organizational Behavior, 19th Edition, Prentice Hall, 2024. 2. Aswathappa K., 'Organizational Behaviour', Himalaya Publishing House, New Delhi, 2015. 3. Fred Luthans, Brett C. Luthans, Kyle W. Luthans-'Organizational Behaviour: An Evidence-Based Approach, 14ed, McGraw Hill Publishing Company, New York, 2021.
References/ Readings:	<ol style="list-style-type: none"> 1. Laurie and Mullins., Management and Organizational Behaviour, Pearson Education. 2016. 2. James A.F. Stoner, R. Edward Freedom and Daniel R. Gilbert - 'Management', Prentice Hill Inc., New Jersey, 2014 3. John W. Newstrom, Organizational Behaviour, Tata McGraw- Hill Publishing Company Limited 2013 4. Angelo Kinicki & Mel Fugate, (2018), Organizational Behavior: A Practical, Problem-Solving Approach, McGraw-Hill Education.
Web Resources:	https://open.umn.edu/opentextbooks/textbooks/organizational-behavior

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Title of the Course	Macroeconomics
Course Code	MGF-6202
Number of Credits	04
Theory/Practical	Theory
Level	500
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:	<ol style="list-style-type: none"> 1. To enable learners to understand the role of macroeconomics in financial markets. 2. To enable learners to discuss the impact of various macroeconomic indicators on financial markets. 3. To enable learners to comprehend the impact of fiscal policies on financial markets. 4. To enable learners to comprehend the impact of monetary policies on financial markets. 	
Course Outcomes:	Upon completion of the course, students will be able to:	Mapped to PSO
	CO 1. Discuss the significance of macroeconomics in financial markets.	PSO1
	CO 2. Discuss the impact of various macroeconomic indicators on financial markets.	PSO2
	CO 3. Comprehend the impact of fiscal policies on financial markets.	PSO2
	CO 4. Comprehend the impact of monetary policies on financial markets.	PSO2, PSO4

Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Macroeconomics 1.1 Introduction to Economics, Microeconomics and Macroeconomics, Significance of Macroeconomics for the financial sector, Equilibrium in economics.	15	CO1	K2
	1.2 Changing composition of India's economic environment and latest trends.		CO1	K2
Module 2:	Macroeconomic Indicators 2.1 Inflation: Measurement of Inflation, Impact of Inflation on Macroeconomic Variables, Controlling Inflation.	15	CO2	K3
	2.2 Interest Rates: Factors affecting the level of Interest Rate, Impact of Interest Rates, Real Interest Rate.		CO2	K3
	2.3 National Income Accounting, Balance of Payment, Imports and Exports, Exchange Rate, Unemployment, Saving and Investment in India, Impact of Macroeconomic Indicators on Financial Markets.		CO2	K3
Module 3:	Government and Fiscal Policy 3.1 Role of the Government in an Economy, Government Expenditure and Revenue, Deficit Indicators, Financing of the deficit by the Government, Fiscal Deficit and Sustainability of Internal Debt, Fiscal policies and their impact on the Financial Markets.	15	CO3	K3
	3.2 Union Budget: Relevance of Union Budget in Indian economy, Impact of Union Budget on Financial Markets.		CO3	K3
Module 4:	Money and Monetary Policy 4.1 Role of Money, Components of Money in India, Demand for Money, Supply of Money, Different roles of Reserve Bank of India, Role of Commercial Banks in Money Supply, Instruments of Money Supply, Market Stabilization Scheme.	15	CO4	K3
	4.2 Foreign Exchange Reserves, Foreign Exchange Intervention, Taper Tantrum, Use of Monetary policy.		CO4	K3

Pedagogy:	Lectures/ classroom discussion/ discussion using relevant research papers/ presentation/case study/ group project/ assignment 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. Mankiw, N. G. (2021). <i>Macroeconomics (11th ed.)</i>. Worth Publishers or Latest Edition. 2. Romer, D. (2019). <i>Advanced macroeconomics (5th ed.)</i>. New York: McGraw-Hill Education or Latest Edition. 3. Ahuja, H. L. (2016). <i>Principles of Microeconomics</i>. S Chand Publishing or Latest Edition. 4. Dwivedi, D. N. (2010). <i>Macroeconomics - Theory and Policy</i>. McGraw Hill Education or Latest Edition.
References/ Readings:	<ol style="list-style-type: none"> 1. Iyengar, M. (2011). <i>Money Matters: Macro Economics and Financial Market</i>. Sage Publication Pvt. Ltd., India or Latest Edition. 2. National Stock Exchange of India. (2025). <i>Macroeconomics for financial markets module</i>. NSE Academy or Latest Edition. 3. Rangarajan, C., & Dholakia, B.H. (2001). <i>Principles of Macroeconomics</i>. McGraw Hill Education or Latest Edition.
Web Resources:	<p><i>e-PG Pathshala</i></p> <ol style="list-style-type: none"> 1. https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=JVkwqv+HM+natE9SiF7CZA== 2. https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ahLCajOqz6/GWFCSpr/XYg== 3. https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=0YyNXHI8GPO8SUQIuYNtTA==

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Title of the Course	Entrepreneurship
Course Code	MGF-6203
Number of Credits	4
Theory/Practical	Theory
Level	500
Effective from AY	2025-26
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

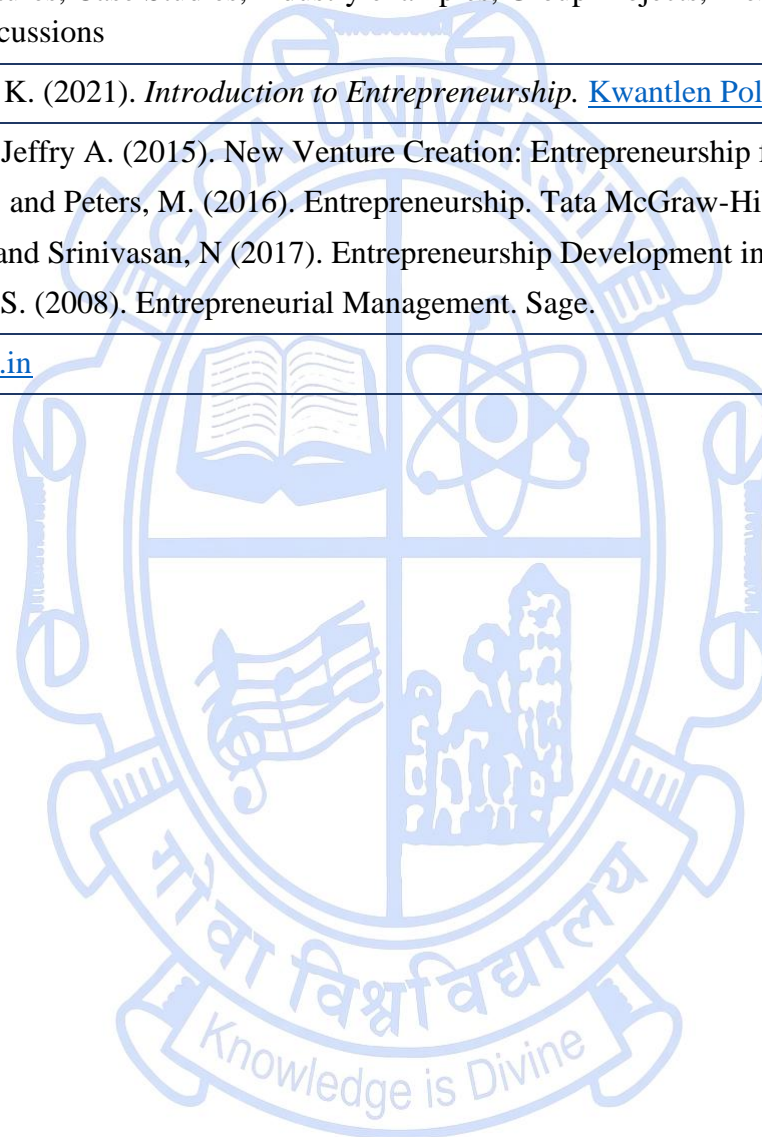
Pre-requisites for the Course:	Nil	
Course Objectives:	<ol style="list-style-type: none"> 1. To understand the fundamental concepts, roles, and characteristics of entrepreneurs. 2. <i>To analyze</i> business ideas and <i>develop</i> a feasible business plan. 3. <i>To evaluate</i> appropriate financial sources and growth strategies for ventures. 4. <i>To apply</i> regulatory knowledge to <i>comply</i> with business registration and SEBI requirements. 	
Course Outcomes:	After completion of this course, the students will be able to:	Mapped to PSO
	CO 1. Students will be able to describe and differentiate key entrepreneurial concepts, traits, and roles in business development.	PSO 4

	CO 2. Students will be able to create a structured business plan based on feasibility analysis.		PSO 2	
	CO 3. Identify and evaluate appropriate financial sources and growth strategies for ventures.		PSO 2	
	CO 4. Students will be able to apply legal and regulatory procedures for registering and managing business entities in accordance with SEBI norms.		PSO 1	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Fundamentals of Entrepreneurship	15	CO1	K2
	1.1 Concept, Role, and Expectations		CO1	K2
	1.2 Characteristics & Skills of an Entrepreneur		CO1	K2
	1.3 Functions of an Entrepreneur		CO1	K2
	1.4 The Entrepreneurial and Intrapreneurial Mind		CO1	K2
1.5 Different types of Entrepreneurs	CO1	K2		
Module 2:	Feasibility Analysis and Business Plan	15	CO2	K4
	2.1 Feasibility Analysis: Product/service feasibility, Market feasibility, Organizational feasibility, Financial feasibility.		CO2	K4
	2.2 Business Plan: Meaning and importance, Business Plan for an existing venture vs a new venture,		CO2	K4
	2.3 Business Valuation Approaches, Components of Business Plan, Do's and Don'ts of Business Plan.		CO2	K4
2.4 Process of preparing a successful business plan.	CO2	K4		
Module 3:	Financing a Plan	15	CO3	K5
	3.1 Sources of Development Finance, Role of Financial Institutions and Consultancy			

	Firms,			
	3.2 Growth Agents vs Venture Capital Vs Economic Development, Economic Impact of Venture Capital, Global Venture Capital Scenario, Role of Venture Capital Associations, Managing a Venture.		CO3	K5
	3.3 Crowdfunding, Angel investors, and government assistance schemes as a source of raising finance.		CO3	K5
	3.4 Managing at different Life Cycle Stages: Strategies available (concentration, stability, growth, retrenchment, and consolidation)		CO3	K5
	3.5 Preparing for the New Venture Launch, Early Management Decisions		CO3	K5
	3.6 Growth of the New Venture, New Venture Expansion, Going Public, Ending the Venture.		CO3	K5
Module 4:	Registration Procedures and Requirements	15	CO4	K3
	4.1 Who is a Registered Investment Advisor, Regulations of SEBI (Investment Advisers), Regulations, 2013			
	4.2 Procedure for registration, Qualification and certification requirements, General Obligations and Responsibilities, Capital Adequacy Requirements, Disclosures to clients, Maintenance of Records, Procedure for action in case of default.		CO4	K3
	4.3 Portfolio Managers: Registration procedure, Capital adequacy requirement, Conditions of registration, Eligibility criteria and Fees, Obligation and Responsibilities, Services offered, Brokers and Sub-Brokers: Registration of the Stock Brokers, Eligibility criteria,		CO4	K3
	4.4 Registration of the Sub-Brokers, Deposits and Net worth requirements, fees and Charges, Documents to be submitted, and different services offered by the Brokers.		CO4	K3

Pedagogy:	Interactive lectures, Case Studies, Industry examples, Group Projects, Presentations, Assignments, Flipped Classroom discussions
Texts:	1. Carpenter, K. (2021). <i>Introduction to Entrepreneurship</i> . Kwantlen Polytechnic University .
References/ Readings:	<ol style="list-style-type: none"> 1. Timmons, Jeffrey A. (2015). <i>New Venture Creation: Entrepreneurship for the 21st Century</i>. Irwin McGraw-Hill. 2. Hisrich, R. and Peters, M. (2016). <i>Entrepreneurship</i>. Tata McGraw-Hill. 3. Gupta, C. and Srinivasan, N (2017). <i>Entrepreneurship Development in India</i>. Sultan Chand and Sons. 4. Bhargava, S. (2008). <i>Entrepreneurial Management</i>. Sage.
Web Resources:	www.sebi.gov.in

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Title of the Course	Digital Marketing
Course Code	MGF-6204
Number of Credits	4
Theory/Practical	Theory
Level	500
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:	<ol style="list-style-type: none"> 1. To understand the fundamental concepts, scope, and components of the digital marketing environment. 2. To apply digital marketing tools and techniques for website creation and SEO techniques. 3. To evaluate and create data-driven marketing strategies using analytics. 4. To analyse the role of social media in enhancing consumer engagement and brand visibility. 	
Course Outcomes:	After completion of this course, the students will be able to	Mapped to PSO
	CO 1. Explain the evolution, framework, and strategic importance of digital marketing in the modern business environment	PSO 4

	CO 2. Demonstrate proficiency in using digital marketing tools in designing the websites and leveraging SEO tools.		PSO 4	
	CO 3. Develop digital content and prepare plan for its promotion.		PSO 4	
	CO 4. Develop email and social media marketing strategies.		PSO 4	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Digital Marketing	15		
	1.1 Concept and evolution of Digital Marketing, Significance		CO1	K2
	1.2 Traditional marketing v/s digital marketing		CO1	K2
	1.3 Process of digitalmarketing		CO1	K2
	1.4 Online marketing mix (7Ps in digital context)		CO1	K2
	1.5 Key trends and challenges in digital marketing		CO1	K2
Module 2:	Website creation and Search Engine Optimization(SEO)	15		
	2.1 Website planning, creation, and development		CO2	K3
	2.2 Search Engine Optimization (SEO)		CO2	K3
	2.3 Keyword Planning		CO2	K3
	2.4 On-page SEO techniques and Off-page SEO techniques.		CO2	K3
Module 3:	Content Marketing and Web analytics	15		
	3.1 Content Marketing: Concepts & Strategies; Planning, Creating, Distributing & Promoting Content.		CO3	K4
	3.2 Google Web analytics: Introduction and Significance, Google Analytics		CO3	K4

	Interface and Setup, Understanding Goals and Conversions.			
Module 4:	Email Marketing and Social Media Marketing	15		
	4.1 Email marketing: Introduction and significance, designing email marketing campaigns, Email marketing strategy, and monitoring. Pay-per-click advertising.		CO4	K4
	4.2 Social media marketing: Platform-wise marketing (Facebook, Instagram, LinkedIn, YouTube, X/Twitter)		CO4	K4
Pedagogy:	Interactive lectures, Case Studies, Industry examples, Hands-on sessions, group projects, Presentations, Assignments, Flipped Classroom discussions			
Texts:	<ol style="list-style-type: none"> 1. Kumar, S., & Kaur, S. (2023). <i>Taxmann's digital marketing</i>. Taxmann Publications. 2. Ahuja, V., (2018) Digital Marketing, Oxford University Press 3. Kotler, P., Kartajaya, H., & Setiawan, I. (2025). <i>Marketing 6.0: The future is immersive</i>. Wiley. 			
References/ Readings:	<ol style="list-style-type: none"> 1. Smith, P. R. (2022). <i>Digital marketing excellence: Planning, optimizing and integrating online marketing</i>. Routledge. 2. Gupta, S. (2022) Digital Marketing, McGraw Hill; Standard Edition (10 August 2022) 3. Deiss, R., & Henneberry, R. (2020). <i>Digital marketing for dummies</i>. For Dummies. 4. Charlesworth, A. (2018). <i>Digital marketing: A practical approach</i>. Routledge. 5. Dodson, I. (2016). <i>The art of digital marketing: The definitive guide to creating strategic, targeted, and measurable online campaigns</i>. Wiley. 			
Web Resources:	<ol style="list-style-type: none"> 1. https://www.hubspot.com/ 2. https://contentmarketinginstitute.com/ 3. https://moz.com/beginners-guide-to-seo 4. https://www.forbes.com/advisor/business/social-media-marketing/ 			

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Title of the Course	Sustainable Finance
Course Code	MGF-6205
Number of Credits	4 Credits
Theory/Practical	Theory
Level	500
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

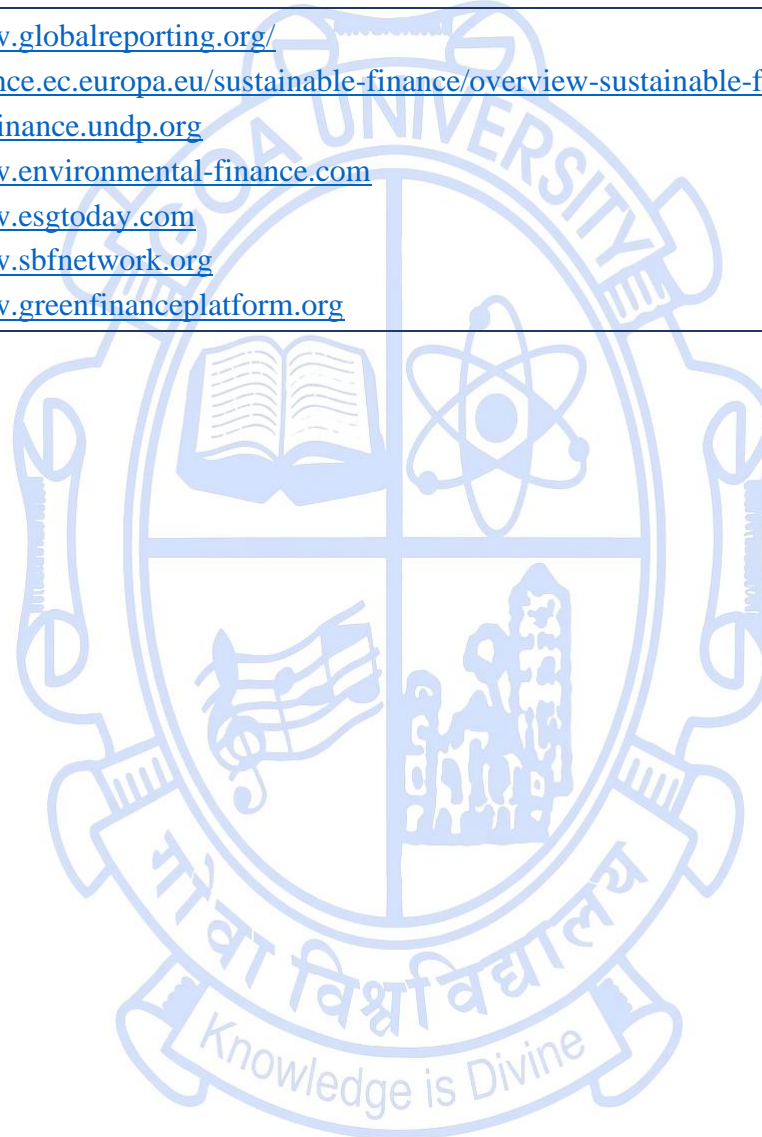
Pre-requisites for the Course:	Nil	
Course Objectives:	<ol style="list-style-type: none"> 1. To introduce the students to the foundations, scope, and evolution of sustainable finance and its alignment with global sustainability goals. 2. To develop understanding of ESG factors and responsible investment approaches, enabling students to connect finance with environmental, social, and governance considerations. 3. To familiarize learners with sustainable financial instruments across debt, equity, and alternative markets, highlighting their structure, use, and impact. 4. To equip students to assess the financial implications of climate change, carbon markets, and Just Transition issues within a sustainability context. 	
Course Outcomes:	Upon completion of the course, students will be able to:	Mapped to PSO
	CO 1. Illustrate the role of ESG factors in investment decision-making and corporate governance through case studies.	PSO1

	CO 2. Examine sustainable Debt instruments, equity products (ESG funds, ETFs, indices) and alternative instruments (impact funds, blended finance, insurance products) for their effectiveness in mobilizing capital.		PSO1, PSO2	
	CO 3. Evaluate the role of sustainable finance in addressing climate change, carbon markets, and Just Transition challenges.		PSO1, PSO2	
	CO 4. Develop insights into the future directions of sustainable finance, including technology, reporting frameworks, and policy shifts.		PSO4	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Sustainable Finance and ESG Factors	15	CO1	K2
	1.1 Concept, scope, and evolution of sustainable finance		CO1	K2
	1.2 Paris Agreement and climate finance targets		CO1	K2
	1.3 Triple bottom line (People, Planet, Profit)		CO1	K2
	1.4 Introduction to ESG: Environmental, Social, and Governance factors		CO1	K2
	1.5 Principles of responsible investment		CO1	K2
	1.6 Role of finance in achieving Sustainable Development Goals (SDGs)		CO1	K2
Module 2:	Sustainable Debt Instruments	15	CO2	K2
	2.1 Green bonds: principles, issuance, and ICMA Green Bond Principles,		CO2	K5
	2.2 Greenium: pricing difference between green and conventional bonds		CO2	K5
	2.3 Sustainability Bonds: Combination of green and social objectives, ICMA guidelines		CO2	K5
	2.4 Blue Bonds: Marine and ocean-linked finance		CO2	K5
	2.5 Sustainability-Linked Instruments: SLBs linked to sustainability performance targets, SLLs linked to loan pricing and ESG goals		CO2	K5

Module 3:	3.1 ESG Equity Funds and ETFs: Equity funds and exchange traded funds investing based on environmental, social, and governance criteria	15	CO3	K4
	3.2 ESG Indices: Domestic and global benchmarks for sustainable equity performance		CO3	K5
	3.3 Sustainable Banking and Insurance Products: Green loans, ESG-linked lending, climate risk insurance, and other sustainable financial products		CO3	K4
Module 4:	Carbon Finance & Climate Change	15	CO4	K2
	4.1 ESG and Climate Change: Financial implications including transition risks and physical risks			
	4.2 Carbon Credits and Trading: Mechanisms of carbon credits, carbon trading, and offset instruments		CO4	K4
	4.3 Climate Risks and Stranded Assets: Impact of climate change on asset values and long-term investment risks		CO4	K4
	4.4 Challenges: Greenwashing, data gaps, lack of standardisation in measurement and reporting		CO4	K5
Pedagogy:	Lectures, Interactive Discussions, Case Studies, Assignments, Group Presentations			
Texts:	<ol style="list-style-type: none"> 1. Schoenmaker, D., & Schramade, W. (2019). Principles of sustainable finance. Oxford University Press. 2. Smiles, S., & Purcell, J. (2023). Sustainable investing in practice: ESG challenges and opportunities. Kogan Page. 3. Thompson, S. (2023). Green and sustainable finance: Principles and practice in banking, investment and insurance (2nd ed.). Kogan Page. 			
References/ Readings:	<ol style="list-style-type: none"> 1. Nambiar, S. V. (2023). Green banking: Sowing seeds of sustainable finance. Notion Press 2. The Little Climate Finance Book- https://globalcanopy.org/wpcontent/uploads/2020/12/LittleClimateFinanceBook_2009_EN.pdf 3. Green Financial Products and Services - North American Task Force report https://www.unepfi.org/fileadmin/documents/greenprods_01.pdf 4. Vargas, C. (2024). Sustainable finance fundamentals. Routledge. 			

	5. Dirk Schoenmaker and Willem Schramade: 2018, Principles of Sustainable Finance., OUP Oxford Publications.
Web Resources:	<ol style="list-style-type: none">1. https://www.globalreporting.org/2. https://finance.ec.europa.eu/sustainable-finance/overview-sustainable-finance_en3. https://sdgfinance.undp.org4. https://www.environmental-finance.com5. https://www.esgtoday.com6. https://www.sbfnetwork.org7. https://www.greenfinanceplatform.org

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Title of the Course	Digital Assets
Course Code	MGF-6206
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:	<ol style="list-style-type: none"> 1. To understand the evolution, types, and economic significance of digital assets. 2. To apply foundational knowledge of blockchain, tokenization, and valuation of digital assets. 3. To analyse the legal, regulatory, and ethical dimensions governing digital assets and virtual currencies. 4. To evaluate and create strategies for integrating digital assets in investment, business, and financial decision-making. 	
Course Outcomes:	After successful completion of this course, students will be able to:	Mapped to PSO
	CO 1. Explain the concept, evolution, and classification of digital assets in the global financial ecosystem.	PSO 4
	CO 2. Demonstrate understanding of blockchain technology, token economics, and digital asset	PSO 4

	valuation methods.			
	CO 3. Analyze global regulatory frameworks and risk factors associated with digital asset management.		PSO 4	
	CO 4. Evaluate investment strategies and business use cases leveraging digital assets and emerging technologies.		PSO 4	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Digital Assets and Ecosystem	15		
	1.1 Concept, features, and evolution of digital assets		CO1	K2
	1.2 Types: cryptocurrencies, tokens, NFTs, stablecoins, CBDCs		CO1	K2
	1.3 Difference between physical, financial, and digital assets		CO1	K2
	1.4 Global digital asset landscape and market capitalization trends		CO1	K2
	1.5 Role of Web3, metaverse, and decentralized finance (DeFi)		CO1	K2
Module 2:	Blockchain Technology and Tokenization	20		
	2.1 Basics of blockchain: distributed ledger, consensus mechanisms, smart contracts		CO2	K3
	2.2 Tokenization of real-world assets ICOs, IEOs, and STOs, concepts and differences		CO2	K3
	2.3 Wallets and exchanges		CO2	K3
Module 3:	Regulation, Risk, and Governance	10		
	3.1 Legal and regulatory frameworks for digital assets (India and global)		CO3	K2
	3.2 RBI, SEBI, and international policy perspectives		CO3	K2
Module 4:	Applications, Investment, and Future Trends	15		
	4.1 Digital asset investing and portfolio management		CO4	K3
	4.2 Central Bank Digital Currencies (CBDCs) and financial inclusion		CO4	K3

	4.3 Future trends: asset tokenization, green blockchain, Web3 innovation		CO4	K3
Pedagogy:	Interactive Lectures, Case Studies, Group Projects, Online Resources and Simulations			
Texts:	<ol style="list-style-type: none"> 1. Tobias Glass (2022), Asset Pricing and Investment Styles in Digital Assets: A Comparison with Traditional Asset Classes, Springer publication 2. Lau, N., (2025), Introduction to Digital Assets: An Investment Guide from Zero to One, Everand publishers 3. K. Bok (2023) Decentralizing Finance: How DeFi, Digital Assets, and Distributed Ledger Technology Are Transforming Finance, Wiley 			
References/ Readings:	<ol style="list-style-type: none"> 1. Smith, S., (2020), Blockchain, Artificial Intelligence and Financial Services, Springer publications. 2. Arslanian H. and Fischer F. (2019). The Future of Finance, the impact of Fintech, AI and Crypto on Financial Services, Palgrave Macmillan, New Delhi. 3. Gupta P. and Tham T. M. (2018). Fintech the new DNA of Financial Services. Walter de Gruyter Press, Berlin 4. Arjunwadkar P. (2018). Fintech, the Technology Driving Disruptions in the Financial Services Industry, CRC Press, Taylor and Francis Group, New Delhi. 			
Web Resources:	<ol style="list-style-type: none"> 1. https://www.mediavalet.com/blog/what-are-digital-assets 2. https://cloudinary.com/guides/digital-asset-management/digital-asset-library 3. https://www.investopedia.com/terms/c/central-bank-digital-currency-cbdc.asp 			

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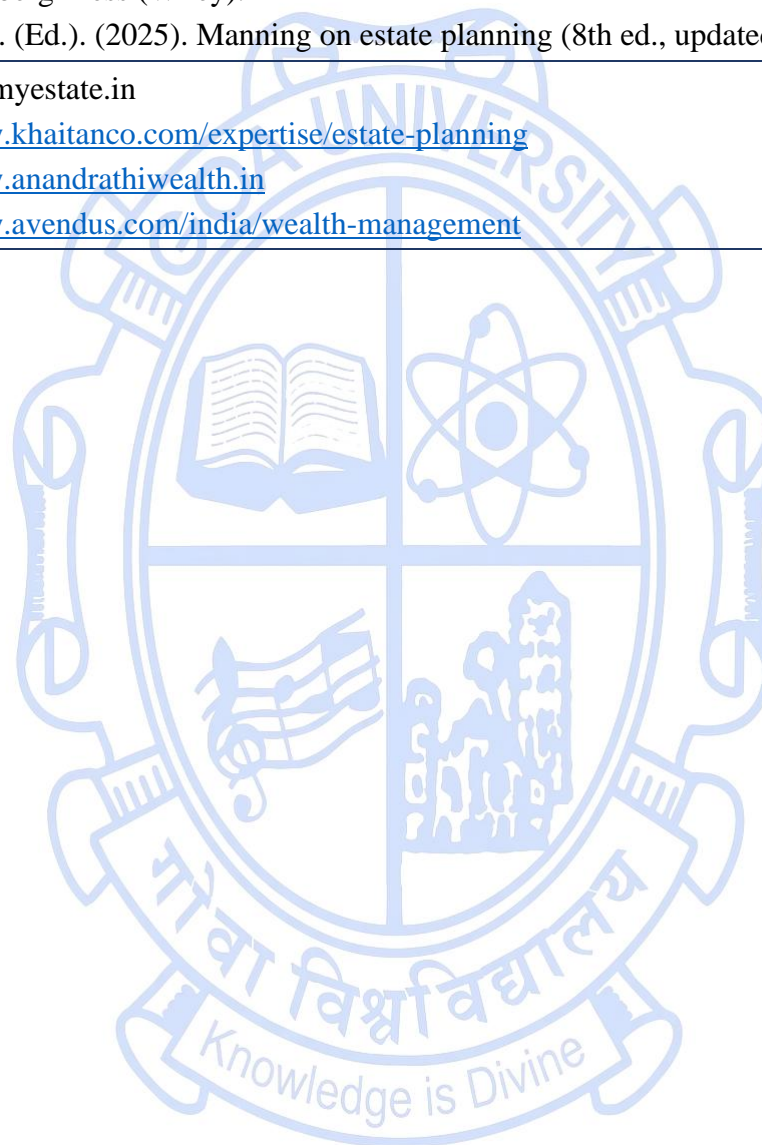
Title of the Course	Wealth Management and Estate planning	
Course Code	MGF-6207	
Number of Credits	4 credits	
Theory/Practical	Theory	
Level	500	
Effective from AY	2025-26	
New Course	Yes	
Bridge Course/ Value added Course	No	
Course for advanced learners	No	
Pre-requisites for the Course:	Nil	
Course Objectives:	<ol style="list-style-type: none"> 1. To understand the foundations of wealth management and its application to HNIs, UHNWIs and family offices. 2. To develop knowledge of asset classes, risk profiling and asset allocation for HNI portfolio management. 3. To examine taxation of investment products, risk protection tools and regulatory compliance relevant to HNIs. 4. To provide an understanding of estate planning tools and succession strategies for wealth transfer in HNI and family business contexts. 	
Course Outcomes:	Upon completion of the course, students will be able to:	Mapped to PSO
	CO 1. Gain conceptual understanding of analyze the scope of wealth management, distinguish it from personal financial planning, and assess client profiling and suitability for HNIs and family offices.	PSO1
	CO 2. Evaluate asset classes, apply risk-return measures, and design suitable portfolios.	PSO2, PSO4

	CO 3. Compute tax implications, recommend wealth protection strategies, and apply regulatory compliance.		PSO4	
	CO 4. Design estate plans, apply succession tools, and address cross-border wealth transfer issues.		PSO4	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Wealth Management	10	CO1	K2
	1.1 Evolution of Wealth Management		CO1	K2
	1.2 Distinction from Personal Financial Planning		CO1	K2
	1.3 Wealth Cycle		CO1	K3
	1.4 Client Lifecycle		CO1	K2
	1.5 Role of Wealth Managers in advising HNIs, UHNWIs, family offices and corporate		CO1	K2
	1.6 Client Profiling and Suitability Assessment		CO1	K2
Module 2:	Investment and Risk Profiling:	20	CO2,	K4
	2.1 Equity: Active and passive exposures, sector diversification, valuation basics		CO2	K4
	2.2 Debt: Fixed-income securities, yields, credit risk, interest rate risk, mutual funds and ETFs		CO2	K4
	2.3 Alternative Assets: Gold, real estate, venture capital, hedge funds, structured products, PMS		CO2,	K2
	2.4 Risk Profiling and Investor Suitability: Importance of asset allocation, investor risk-return profile, suitability assessment		CO2	K5
	2.5 Asset Allocation Strategies: Strategic vs tactical allocation, fixed vs flexible allocation		CO2	K4
	2.6 Diversification and Speculation: Allocation to speculation, diversification in			

	perspective			
	2.7 Portfolio Construction and Rebalancing		CO2	K5
Module 3:	Wealth Protection, Taxation and Compliance 3.1 Capital Gains: Long-term and short-term, speculation profit or loss, exemptions under Section 54EC and 54F, setting-off and carry-forward of losses	15	CO3	K4
	3.2 Taxation of Investment Products: Dividend tax, tax on income distributed by mutual funds, securities transaction tax (STT), taxation of fixed deposits, taxation of fixed maturity plans (FMPs), dividend and growth options in mutual funds, wealth tax		CO3,	K3
	3.4 Compliance: SEBI regulations, RBI norms, FEMA provisions, taxation updates		CO3	K2
Module 4:	Estate Planning 4.1 Importance of Estate Planning	15	CO4	K2
	4.2 Assets and Liabilities Mapping		CO4	K4
	4.3 Nomination and Beneficiary Designation		CO4	K5
	4.4 Inheritance and Succession Laws in India		CO4	K5
	4.5 Estate Planning Tools: Will, Trusts, Power of Attorney		CO4	K5
	4.6 Cross-Border Estate Planning		CO4	K5
Pedagogy:	Lectures, Interactive Discussions, Case Studies, Assignments, Group Presentations			
Texts:	<ol style="list-style-type: none"> Horan, S. M. (Ed.). (2009). Private wealth: Wealth management in practice. Wiley. Handler, D. A., & Dunn, D. V. (2024). The complete estate planning sourcebook (2024 ed.). Wolters Kluwer. 			
References/ Readings:	<ol style="list-style-type: none"> Grinold, R. C., & Kahn, R. N. (2023). Active portfolio management (new ed.). McGraw-Hill. Pompian, M. M. (2012). Behavioral finance and wealth management: How to build optimal portfolios that account for investor biases (2nd ed.). Wiley. Rosplock, K. (2021). The complete family office handbook: A guide for affluent families and the advisors who serve them (2nd ed.). Wiley. Hughes, J. E., Jr., Whitaker, K., & Massenzio, S. E. (2022). Complete family wealth: Wealth as well-being (2nd 			

	ed.). Bloomberg Press (Wiley).
	5. Manning, R. (Ed.). (2025). Manning on estate planning (8th ed., updated July 2025). Practising Law Institute.
Web Resources:	<ol style="list-style-type: none">1. https://planmyestate.in2. https://www.khaitanco.com/expertise/estate-planning3. https://www.anandrathiwealth.in4. https://www.avendus.com/india/wealth-management

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Title of the Course	Econometrics
Course Code	MGF-6208
Number of Credits	04
Theory/Practical	Theory
Level	500
Effective from AY	2025-26
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Business research methods course or any other equivalent course.	
Course Objectives:	<ol style="list-style-type: none"> 1. To build conceptual foundations in financial econometrics and advanced regression for empirical finance applications. 2. To develop competence in time-series modeling (ARIMA, regime switching) and long-run dynamics. 3. To equip learners to model and evaluate volatility and state-space processes. 4. To train students to specify, estimate, and diagnose panel models for business applications and policy. 	
Course Outcomes:	Upon completion of the course, students will be able to:	Mapped to PSO
	CO 1. Explain core concepts in financial econometrics and advanced regression models for discrete and censored data.	PSO2
	CO 2. Estimate univariate and multivariate time-series models, assess diagnostics, and forecast with accuracy metrics.	PSO2, PSO4

	CO 3. Model long and short-run relationships between business and economic variables and volatility and state-space dynamics.		PSO2, PSO4	
	CO 4. Evaluate panel estimators (FE/RE/dynamic) with appropriate specification tests (Wald, LM, Hausman) and data conditions.		PSO2, PSO3, PSO4	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Financial Econometrics and Advanced Regression Models	10		
	1.1 Financial econometrics: meaning, nature, process, and applications		CO1	K2
	1.2 Regression with dummy variables: seasonal effects and structural break analysis		CO1	K2, K3, K4
	1.3 Linear Probability Model (LPM): specification and limits		CO1	K2, K3, K4
	1.4 Logit models: binary and multinomial		CO1	K2, K3, K4
	1.5 Probit models: estimation and interpretation		CO1	K2, K3, K4
	1.6 Tobit models: censoring/truncation and applications			
Module 2:	Time Series Econometrics – I	20		
	2.1 Stochastic processes and stationarity: concepts and significance		CO2	K2
	2.2 Tests of stationarity and unit roots; ACF/PACF diagnostics		CO2	K3, K4, K5
	2.3 AR, MA, and ARMA modeling: identification and estimation		CO2	K3, K4, K5
	2.4 ARIMA modeling: specification and forecasting		CO2	K3, K4, K5
	2.5 Model diagnostics and forecast evaluation (errors and accuracy)		CO2	K3, K4, K5
	2.6 Markov regime-switching models: setup and forecasting	CO2	K3, K4, K5	
Module 3:	Time Series Econometrics – II	20	CO3	K3, K4, K5, K6
	3.1 VAR modeling and Granger causality			

	3.2 Cointegration and error-correction models (ECM)		CO3	K3, K4, K5, K6
	3.3 ARDL approach: bounds testing and dynamics		CO3	K3, K4, K5, K6
	3.4 Volatility modeling: ARCH/GARCH families		CO3	K3, K4, K5, K6
	3.5 Multivariate volatility: DCC-GARCH and GARCH-BEKK		CO3	K3, K4, K5, K6
	3.6 State-space models and the Kalman filter		CO3	K3, K4, K5, K6
Module 4:	Panel Data Econometrics	10		
	4.1 Panel structure and pooled OLS		CO4	K2
	4.2 Fixed-effects model: estimation and interpretation		CO4	K3, K4, K5
	4.3 Random-effects model and FE vs. RE comparison		CO4	K3, K4, K5
	4.4 Diagnostic tests: Wald, Breusch–Pagan LM, and Hausman		CO4	K3, K4, K5
	4.5 Non-stationary panels: unit-root and cointegration tests		CO4	K3, K4, K5
	4.6 Dynamic panels and instrumental variables (e.g., GMM)		CO4	K3, K4, K5, K6
Pedagogy:	Lectures/ classroom discussion/ presentation/case study/ group project/ lab practical/assignment or a combination of some of these.			
Texts:	<ol style="list-style-type: none"> 1. Gujarati, D. (2004). Basic Econometrics. McGraw Hill, New Delhi. 2. Wooldridge (2006). Introductory Econometrics. Thomson-South Western, Singapore. 			
References/ Readings:	<ol style="list-style-type: none"> 1. Greene, W. (2004). Econometric Analysis. Prentice Hall, New York. 2. Neusser, K. (2016). Time Series Econometrics (Springer Texts in Business and Economics). Springer. 3. Wooldridge, J. (2010). Econometric Analysis of Cross Section and Panel Data. The MIT Press. 			

	<ol style="list-style-type: none"> 4. Hill, R. and Griffiths, W. (2025). Principles of Econometrics (Indian Adaptation). Wiley. 5. Baltagi, B. (2021). Econometric Analysis of Panel Data (Springer Texts in Business and Economics). Springer.
Web Resources:	<ol style="list-style-type: none"> 1. https://sites.google.com/site/econometricsacademy/ 2. https://www.econometrics-with-r.org/

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