

Nutan Maharashtra Vidya Prasarak Mandal's (NMVPM's)

**NUTAN MAHARASHTRA INSTITUTE OF  
ENGINEERING AND TECHNOLOGY (NMIET)**

**An**

**Autonomous Institute**

**Affiliated to Savitribai Phule Pune University**



**Governing**

**Post Graduation (MBA) Program**

**Master of Business Administration**

**Operation and Supply Chain Management**

(With effect from Academic Year 2025 – 27)

## CURRICULUM FRAMEWORK

### List of Abbreviations

Sr. No.	Abbreviation	Type of Course
1.	GC	Generic Core
2.	GC	Generic Core with Non-Credit
3.	SC	Specialization Core
4.	SE	Specialization Elective
5.	OJT	On the Job Training
6.	RP	Research Project

### Course Wise Credit Distribution

Sr.No	Abbreviation	Type of Course	No. of Courses		Total Course	Credits	
			III Sem	IV Sem		Credit Points	% of Credits
1	GC	Generic Core	1	2	3	8	15%
i	GC	Generic Core with Non-Credit	1	-	1	0	0%
2	SC	Specialization Core	1	1	2	6	12%
i.	SC OJT	On Job Training	1	-	1	8	15%
ii.	SC RP	Research Project	-	1	1	6	12%
3	SE	Specialization Elective	4	4	8	24	46%
<b>Total</b>			<b>8</b>	<b>8</b>	<b>16</b>	<b>52</b>	<b>100%</b>

## ASSESSMENT PARAMETERS

Continuous Assessment (CA) Parameters					
Parameter	Attendance & Overall Conduct	Assignment	Group Presentation	Case Study Presentation	Field Project
Marks (25)	5	5	5	5	5

Summative Assessment (SA) Parameters					
Course Credits	Formative Assessment (FA)		Summative Assessment (SA) / Practical	Oral / Viva Voce	Total Marks
	Unit Test (UT)	Continuous Assessment (CA)			
3 Credit Course	25 Marks	25 Marks	50 Marks	--	100 Marks
2 Credit Course	10 Marks	10 Marks	30 Marks	--	50 Marks
6 Credit Course	--	100 Marks	--	50 Marks	150 marks
OJT Credit (8 Credit)	--	100 Marks	--	100 Marks	200 Marks
Audit Course (0 Credit)	--	--	--	--	Pass/ Not Pass

## CURRICULUM STRUCTURE

### Second Year MBA-SEM-III- (Financial Management)

Type	Sem Code	Course Code	Course	Credits	Examination Schemes				Teaching Scheme [L, T, P]				TOTAL Marks
					Theory				TOTAL				
					FA (50)		SA (50)						
					UT (25)	CA (25)	TH	PR	L	T	P	TOT	
Mandatory	GC – 14	MB25G C-301	Strategic Management	3	25	25	50	-	2	1	1	4	100
Mandatory	GC – 15	MB25G C-302	Cyber Security	<b>Audit Course (0 Credit)</b>									AC/NC
Mandatory	SC – 01	MB25SC F-303	Cost & Management Accounting	3	25	25	50	-	2	1	1	4	100
<b>CORE TOTAL</b>		<b>3</b>	<b>6</b>	<b>50</b>	<b>50</b>	<b>100</b>	<b>0</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>8</b>	<b>200</b>	
Mandatory	OJT (SC)	MB25OJ TF-304	On the Job Training	8	0	100	0	100	0	2	14	16	200
<b>SIP TOTAL</b>		<b>1</b>	<b>8</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>2</b>	<b>14</b>	<b>16</b>	<b>200</b>	
<b>Semester III Specialization Electives - Any 4 Courses to be Opted from the respective elective list</b>													
Elective	SE 01	MB25SE FM-305	Financial Statement & Analysis	3	25	25	50	-	2	1	1	4	100
Elective	SE 02	MB25SE FM-306	Personal Financial Planning	3	25	25	50	-	2	1	1	4	100
Elective	SE 03	MB25SE FM-307	Security Analysis and Portfolio Management	3	25	25	50	-	2	1	1	4	100
Elective	SE 04	MB25SE FM-308	Advance Financial Management	3	25	25	50	-	2	1	1	4	100
Elective	SE 05	MB25SE FM-309	Digital Banking	3	25	25	50	-	2	1	1	4	100
Elective	SE 06	MB25SE FM-310	Fundamentals of Life Insurance - Products and Underwriting	3	25	25	50	-	2	1	1	4	100
<b>GENERIC ELECTIVE TOTAL</b>		<b>4</b>	<b>12</b>	<b>100</b>	<b>100</b>	<b>200</b>	<b>8</b>	<b>4</b>	<b>4</b>	<b>16</b>	<b>400</b>		
<b>SEMESTER TOTAL</b>		<b>8</b>	<b>26</b>	<b>150</b>	<b>250</b>	<b>400</b>	<b>12</b>	<b>8</b>	<b>20</b>	<b>40</b>	<b>800</b>		

L-Lecture, T-Tutorial, P-Practical, UT-Unit Test, FA-Formative Assessment, SA-Summative Assessment, \*Exit Policy: Available as a separate document

## CURRICULUM STRUCTURE

### Second Year MBA-SEM-IV-(Financial Management)

Type	Sem Code	Course Code	Course	Credits	Examination Schemes				Teaching Scheme				TOTAL Marks
					Theory				[L, T, P]				
					FA (50)		SA (50)	PR	TOTAL				
					UT (25)	CA (25)	TH		L	T	P	TO T	
Mandatory	GC – 16	MB25GC-401	Entrepreneurship , Innovation and Design Thinking	3	25	25	50	-	2	1	1	4	100
Mandatory	GC – 17	MB25GC-402	Project Management	2	10	10	30	-	1	1	1	3	50
Mandatory	SC – 02	MB25SCF-403	Financial Markets and Banking Operations	3	25	25	50	-	2	1	1	4	100
<b>CORE TOTAL</b>		<b>3</b>	<b>8</b>	<b>60</b>	<b>60</b>	<b>130</b>	<b>0</b>	<b>5</b>	<b>3</b>	<b>3</b>	<b>11</b>	<b>250</b>	
Mandatory	RP	MB25RPF-404	Research Project	6	0	100	0	50	0	2	10	12	150
<b>RESEARCH PROJECT TOTAL</b>		<b>1</b>	<b>6</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>2</b>	<b>10</b>	<b>12</b>	<b>150</b>	
<b>Semester IV Specialization Electives - Any 4 Courses to be Opted from the respective elective list</b>													
Elective	SE 07	MB25SEF-405	Behavioral Finance	3	25	25	50	-	2	1	1	4	100
Elective	SE 08	MB25SEF-406	Business Valuation	3	25	25	50	-	2	1	1	4	100
Elective	SE 09	MB25SEF-407	Technical Analysis of Financial Markets	3	25	25	50	-	2	1	1	4	100
Elective	SE 10	MB25SEF-408	Rural and Micro Finance	3	25	25	50	-	2	1	1	4	100
Elective	SE 11	MB25SEF-409	Corporate Financial Restructuring	3	25	25	50	-	2	1	1	4	100
Elective	SE 12	MB25SEF-410	FinTech	3	25	25	50	-	2	1	1	4	100
<b>GENERIC ELECTIVE TOTAL</b>		<b>4</b>	<b>12</b>	<b>100</b>	<b>100</b>	<b>200</b>	<b>13</b>	<b>4</b>	<b>4</b>	<b>16</b>	<b>400</b>		
<b>SEMESTER TOTAL</b>		<b>8</b>	<b>26</b>	<b>160</b>	<b>260</b>	<b>380</b>	<b>20</b>	<b>9</b>	<b>17</b>	<b>39</b>	<b>800</b>		

L-Lecture, T-Tutorial, P-Practical, UT-Unit Test, FA-Formative Assessment, SA-Summative Assessment,

**\*Exit Policy: Available as a separate document**

**Course Syllabus**  
**Second Year MBA. Semester**  
**III**

<b>Program</b>	<b>MBA (FM)</b>			<b>Semester: III</b>			
<b>Course</b>	<b>Strategic Management</b>			<b>Course Code</b>	<b>MB25GC-301</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 301.1	REMEMBERING	DESCROPE the basic terms and concepts in Strategic Management.
CO 301.2	UNDERSTANDING	EXPLAIN the various facets of Strategic Management in a real-world context.
CO 301.3	UNDERSTANDING	DESCROPE the trade-offs within and across strategy formulation, implementation, appraisal.
CO 301.4	APPLYING	INTEGRATE the aspects of various functional areas of management to develop a strategic perspective.
CO 301.5	ANALYSING	EXPLAIN the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists.
CO 301.6	CREATING	DEVELOP the capability to view the firm in its totality in the context of its environment.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs.]</b>
<b>I</b>	<b>Understanding Strategy:</b> Concept of strategy, Levels of Strategy - Corporate, Business and Functional. Strategic Management - Meaning and Characteristics. Distinction between strategy and tactics, Strategic Management Process, Stakeholders in business, Roles of stakeholder in strategic management. Strategic Intent – Meaning, Hierarchy, Attributes, Concept of Vision & Mission - Process of envisioning, Difference between vision & mission. Characteristics of good mission statements. Business definition using Abell's three dimensions. Objectives and goals, Linking objectives to mission & vision. Components of a strategic plan, Analyzing Company's External Environment: Environmental appraisal, Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP). Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers.	<b>(7+2)</b>
<b>II</b>	<b>Analyzing Company's Internal Environment-</b> Resource based view of a firm. Analyzing Company's Resources and Competitive Position - meaning, types & sources of competitive advantage, competitive parity & competitive disadvantage. VRIO Framework, Core Competence, characteristics of core competencies, Distinctive competitiveness. Benchmarking as a method of comparative analysis. Value Chain Analysis Using Porter's Model: primary & secondary activities. Organizational Capability Profile: Strategic Advantage Profile, Concepts of stretch, leverage & fit, ways of resource leveraging – concentrating, accumulating, complementing, conserving, recovering. Portfolio Analysis: Business Portfolio Analysis – BCG Matrix – GE 9 Cell Model.	<b>(7+2)</b>
<b>III</b>	<b>Generic Competitive Strategies–</b> Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy. Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment – Turnaround, Divestment, Liquidation, Outsourcing Strategies.	<b>(7+2)</b>

IV	<b>Strategy Implementation</b> – Barriers to implementation of strategy, Mintzberg’s 5 Ps – DeLOperate & Emergent Strategies. Mc Kinsey’s 7s Framework. Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy, organizational design for stable Vs. turbulent environment, Business Continuity Planning. Changing Structures & Processes: Reengineering & strategy implementation – Principles of Reengineering. Corporate Culture: Building Learning organizations, promoting participation through technique of Management by Objectives (MBO). Strategy Evaluation: Operations Control and Strategic Control - Symptoms of malfunctioning of strategy – Concept of Balanced scorecard for strategy evaluation.	(7+2)
V	<b>Blue Ocean Strategy</b> - Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvass & Value Curves, Four Action framework. Business Models: Meaning & components of business models, new business models for Internet Economy– E Commerce Business Models and Strategies – Internet Strategies for Traditional Business Virtual Value Chain. Sustainability & Strategic Management: Startups - growth and reasons for decline. Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits.	(7+2)
<b>Total</b>		<b>45</b>
<p><b>Suggested Text Book:</b></p> <ol style="list-style-type: none"> <li>1. Strategic Management and Business Policy by Azhar Kazmi, Tata McGraw-Hill</li> <li>2. Strategic Management by Ireland, Hoskisson &amp; Hitt, Indian Edition, Cengage Learning</li> <li>3. Crafting and Executing Strategy- The Quest for Competitive Advantage by Thompson, Strickland, Gamble &amp; Jain, Tata McGraw-Hill</li> <li>4. Concepts in Strategic Management &amp; Business Policy by Thomas L. Wheelen &amp; J. David Hunger, Pearson</li> </ol>		
<p><b>Suggested Book References:</b></p> <ol style="list-style-type: none"> <li>1. Strategic Management by Dr. Yogeshwari L. Giri</li> <li>2. Competitive Strategy: Techniques for Analyzing Industries and Competitors by Michael E. Porter, First Free Press Edition</li> <li>3. Competing for the Future by Gary Hamel &amp; C.K. Prahlad,</li> <li>4. Blue Ocean Strategy by Kim &amp; Mauborgne</li> </ol>		
<p><b>Suggested Online Link:</b></p> <ol style="list-style-type: none"> <li>1. <a href="https://nptel.ac.in/courses/106105031">https://nptel.ac.in/courses/106105031</a></li> <li>2. <a href="https://nptel.ac.in/courses/106106248">https://nptel.ac.in/courses/106106248</a></li> <li>3. <a href="https://www.coursera.org/learn/crypto">https://www.coursera.org/learn/crypto</a></li> <li>4. <a href="https://www.coursera.org/learn/information-security-foundations">https://www.coursera.org/learn/information-security-foundations</a></li> </ol>		

<b>Program</b>	<b>MBA (FM)</b>			<b>Semester: III</b>			
<b>Course</b>	<b>Cyber Security</b>			<b>Course Code</b>	<b>MB25GC-302</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>0</b>	-	-	-	-	<b>YES</b>	-	<b>AC/NC</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 302.1	REMEMBERING	Recall and describe the phases of ethical hacking, CIA triad, cybersecurity principles, and basic security concepts.
CO 302.2	UNDERSTANDING	Explain Linux basics, virtualization setup, cloud-based virtual machines, and cybersecurity tool configuration.
CO 302.3	UNDERSTANDING	Interpret networking fundamentals, scanning techniques, network vulnerabilities, and security components like IDS/IPS and firewalls.
CO 302.4	APPLYING	Apply ethical hacking tasks such as reconnaissance, exploitation, privilege escalation, post-exploitation, OSINT, and persistence techniques..
CO 302.5	ANALYSING	Analyze web application vulnerabilities using OWASP Top 10, evaluate security flaws, and assess governance, risk, and incident response strategies

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Introduction:</b> Phases of ethical hacking, Understanding the underlying principles cyber security, Understanding CIA Triads, Information Security Vs Cyber Security. <b>Basics of Linux:</b> Windows-based Setup, Installing VirtualBox or VMware for virtualization, Setting up Kali Linux as a virtual machine, Installing and configuring essential cybersecurity tools. Linux-based Setup, Using a Linux distribution as the host OS, Installing and configuring essential cybersecurity tools. Linux basic commands and filesystem architecture, Cloud-based Setup (AWS or Azure), Creating a virtual machine instance on a cloud platform. Installing Kali Linux or other distributions. Configuring cloud security policies and networking, Registration on - TryHackMe HackTheBox, PortSwigger Web Academy	<b>(4+2)</b>
<b>II</b>	<b>Network Hacking:</b> Networking Fundamentals, Understanding the fundamentals of networking. OSI and TCP/IP models. IP and MAC addresses, subnetting, and IPv4/IPv6. Introduction to routers, switches, and firewalls. Types of Viruses, worms, and trojan horses and how they spread through the network. Role of Firewalls and Intrusion Detection Systems (IDS) and Intrusion Prevention Systems (IPS). Secure Network architecture and design principles, <b>Network Sniffing:</b> Packet capturing and analysis with Wireshark and TCP Dump. <b>Scanning and Reconnaissance:</b> Network scanning with Nmap, Network Vulnerability Assessment with Nessus, Identifying open ports, services, and potential vulnerabilities. <b>Initial Foothold:</b> Phishing attacks and email-based threats, Exploiting software vulnerabilities, social engineering techniques. <b>Privilege Escalation:</b> Windows Privilege Escalation Linux Privilege Escalation Cheatsheets and Payloads. <b>Post Exploitation:</b> Post Exploitation Tools and frameworks Creating backdoors and maintaining control Deleting digital Footprints, File system manipulation and data exfiltration, Techniques for maintaining access and evading detection. Concept of Persistence.	<b>(4+2)</b>
<b>III</b>	<b>OSINT (Open-Source Intelligence Techniques):</b> Information Gathering Tools and Techniques for OSINT of - Website, mail, Facebook Instagram Twitter, Phone Number, Data Leak Lookups,	<b>(4+2)</b>

IV	<b>Web Application Security:</b> Web Application Fundamentals and Lab Setup: Web App Technologies Basics (HTML, CSS and JS) Client Server Model, Burp Suite Installation, Burp Suite Proxy Setup and Practical, <b>OWASP Top 10:</b> Broken Access Control SQL Injection, Cross Site Scripting XML External Entity, Security Misconfiguration - Access Control Vulnerabilities Vulnerable and Outdated Component Vulnerabilities, Authentication Vulnerabilities, Server Side Request Forgery, Business Logic Vulnerabilities Session Management Vulnerabilities <b>Automation Testing for Web Apps</b> Practical of Tools - ZAP, Nikto, Nuclei.	(4+2)
V	<b>Cybersecurity Governance, Risk, and Strategy for Business Leaders:</b> Cybersecurity as a Business Imperative Risk Management Frameworks Security Policies & Compliance, <b>Incident response and decision making:</b> Incident Response & Business Continuity Strategic Decision-Making	(4+2)
<b>Total</b>		<b>30</b>

#### Suggested Textbooks:

1. Principles of Information Security (7th Edition), Authors: Michael E. Whitman & Herbert J. Mattord, Publisher: Cengage Learning, Edition: 7th Edition (2023)
2. Cryptography and Network Security: Principles and Practice, Author: William Stallings, Publisher: Pearson, Edition: 8th Edition (latest widely adopted)
3. Cybersecurity: With Cryptography Essentials, Authors: Shishir Kumar Shandilya, Agni Datta & Bong Jun Choi, Publisher: McGraw Hill / Higher Education Press, Edition: 1st Edition (2025)

#### Suggested Reference books:

1. Security in Computing, Authors: Charles P. Pfleeger, Shari Lawrence Pfleeger & Jonathan Margulies, Publisher: Pearson Education, Edition: 6th Edition (2023)
2. Information Security: Principles and Practice, Author: Mark Stamp, Publisher: Wiley India, Edition: 3rd Edition (2023)
3. cryptography, Network Security, and Cyber Laws, Authors: Bernard L. Menezes & Ravinder Kumar, Publisher: Cengage Learning India Private Limited, Edition: 1st Edition (2018)

#### Suggested Online Link:

1. <https://nptel.ac.in/courses/106105031>
2. <https://nptel.ac.in/courses/106106248>
3. <https://www.coursera.org/learn/crypto>
4. <https://www.coursera.org/learn/information-security-foundations>

<b>Program</b>	<b>MBA (FM)</b>			<b>Semester: III</b>			
<b>Course</b>	<b>Cost &amp; Management Accounting</b>			<b>Course Code</b>	<b>MB25SCF-303</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 303.1	REMEMBERING	Define the basic concepts, objectives, and terminology of Cost & Management Accounting.
CO 303.2	UNDERSTANDING	Explain various costing methods, cost elements, and cost control techniques.
CO 303.3	UNDERSTANDING	Interpret cost and management accounting statements for managerial purposes.
CO 303.4	APPLYING	Apply costing techniques such as material, labor, overhead costing, and prepare cost sheets for business decisions.
CO 303.5	ANALYSING	Analyze financial and cost data using marginal costing, variance analysis, and ratio analysis for decision making.
CO 303.6	CREATING	Develop Strategic budgeting, Cost Control Plans ,and Performance evaluation reports to support managerial Planning organizational performance.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs.]</b>
<b>I</b>	<b>Introduction to Cost Accounting</b> - Meaning and objectives of cost accounting, Difference between cost, financial, and management accounting, Cost concepts and classifications, Installation of costing system, Elements of cost: direct and indirect, Cost sheet preparation and analysis.	<b>(7+2)</b>
<b>II</b>	<b>Costing Methods and Techniques</b> - Job costing, batch costing, contract costing, Process costing and operation costing, Activity-Based Costing (ABC), Unit costing, multiple costing, and service costing, Reconciliation of cost and financial accounts, Case study: ABC in a manufacturing firm.	<b>(7+2)</b>
<b>III</b>	<b>Material Cost Management</b> - Types of materials and inventory, Material procurement & storage, EOQ (Economic Order Quantity), ABC, VED, HML analysis, Perpetual inventory system, Material valuation: FIFO, LIFO, Weighted Average, Inventory control techniques	<b>(7+2)</b>
<b>IV</b>	<b>Labour Cost Management</b> - Types of labour, Time-keeping & time-booking, Labour turnover & its control, Wage systems: Time wage, Piece wage, Incentive plans (Halsey, Rowan, Taylor, Merrick), Labour productivity measurement	<b>(7+2)</b>

<b>V</b>	<b>Emerging Areas in Cost &amp; Management Accounting</b> - Cost control & cost reduction, Target costing, Kaizen costing, Life-cycle costing, Lean accounting, Strategic cost management, Environmental/green cost accounting, TQM & benchmark costing.	<b>(7+2)</b>
	<b>Total</b>	<b>45</b>
<p><b>Suggested Text Book:</b></p> <ol style="list-style-type: none"> <li>1. Horngren, C. T., Datar, S. M., &amp; Rajan, M. <i>Cost Accounting: A Managerial Emphasis</i> (Latest Edition), Pearson.</li> <li>2. Kaplan, R. S., &amp; Atkinson, A. A: <i>Advanced Management Accounting</i> (Latest Edition), Pearson.</li> <li>3. Drury, C. <i>Management and Cost Accounting</i> (Latest Edition), Cengage Learning.</li> <li>4. Maher, M., Stickney, C., &amp; Weil, R. <i>Managerial Accounting: An Introduction to Concepts, Methods, and Uses</i> (Latest Edition), Cengage</li> </ol>		
<p><b>Suggested Book References:</b></p> <ol style="list-style-type: none"> <li>1. Hansen, D. R., Mowen, M. M., &amp; Heitger, D. L. <i>Cost Management: Accounting and Control</i> (Latest Edition), Cengage Learning.</li> <li>2. Jawahar Lal &amp; Seema Srivastava <i>Cost Accounting</i> (Latest Edition), McGraw Hill Education (India).</li> <li>3. Bhabatosh Banerjee <i>Cost Accounting: Theory and Practice</i> (Latest Edition), PHI Learning.</li> <li>4. Arora, M. N. <i>Cost Accounting: Principles and Practice</i> (Latest Edition), Vikas Publishing.</li> <li>5. Anthony, R. N., &amp; Govindarajan, V. <i>Management Control Systems</i> (Latest Edition), McGraw Hill.</li> <li>6. Blocher, E. J., Stout, D. E., Juras, P. E., &amp; Smith, S. D. <i>Cost Management: A Strategic Emphasis</i> (Latest Edition), McGraw Hill.</li> </ol>		
<p><b>Suggested Online Link:</b></p> <ol style="list-style-type: none"> <li>1. <a href="https://www.investopedia.com/terms/c/cost-accounting.asp">https://www.investopedia.com/terms/c/cost-accounting.asp</a></li> <li>2. <a href="https://icmai.in/upload/Students/Syllabus2022/Inter_Stdy_Mtrl/P8_160824.pdf">https://icmai.in/upload/Students/Syllabus2022/Inter_Stdy_Mtrl/P8_160824.pdf</a></li> <li>3. <a href="https://www.bpm.com/insights/what-is-cost-accounting/">https://www.bpm.com/insights/what-is-cost-accounting/</a></li> </ol>		

<b>Program</b>	<b>MBA (FM)</b>			<b>Semester: III</b>			
<b>Course</b>	<b>On the Job Training</b>			<b>Course Code</b>	<b>MB25OJTF-304</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>PR</b>	
<b>8</b>	<b>0</b>	<b>2</b>	<b>14</b>	<b>0</b>	<b>100</b>	<b>100</b>	<b>200</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO304.1	REMEMBERING	IDENTIFY and DESCRIBE the fundamental aspects of the organization and industry where the OJT is conducted, including the company's profile, core business activities, and organizational structure.
CO304.2	UNDERSTANDING	EXPLAIN the relevance and application of theoretical concepts learned in the classroom to real-world business practices observed during the OJT
CO304.3	APPLYING	UTILIZE relevant theoretical knowledge and technical skills in real-world tasks and projects during the OJT in a professional setting
CO304.4	ANALYSING	EXAMINE and break down the problems or tasks undertaken during the OJT, identifying the key issues, underlying causes, and possible solutions.
CO304.5	EVALUATING	ASSESS the effectiveness of the strategies and solutions implemented during the OJT, from the standpoint of utility to the host organization, the feedback from the industry mentor.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
	<p><b>A] Preamble:</b> On Job Training (OJT) is an integral component of the MBA program that provides students with a unique opportunity to bridge the gap between theoretical knowledge gained in the classroom and practical application in a real-world environment. This training aims to equip students with both technical and non-technical skills that are essential for success in the industry.</p> <p><b>Each student shall undertake an On-the-Job Training (OJT) at the end of Second Semester and complete the same before the commencement of the Third Semester.</b></p>	<b>(14+2)</b>
	<p><b>B] Guidelines for the On-Job</b> Nature of the OJT: The On-the-Job Training (OJT) program shall be of 12 weeks (3 months).</p> <ol style="list-style-type: none"> <li>8 weeks of training in the organization (industry / bank etc.) with 30 hours of work per week.</li> <li>4 Weeks of pre and post training work including proposal making, analysis, report preparation and etc.</li> <li>OJT must be conducted outside the academic institution to expose students to real-world work environments.</li> <li><b><u>OJT must be related to the intended specialization of the student.</u></b></li> <li>OJT must be done individually. Group projects are not permitted.</li> <li>OJT may involve actual tasks relevant to the area of specialization of the student and as per the demands of the industry / organization where the student is carrying out the OJT.</li> </ol>	

	<ol style="list-style-type: none"> <li>7. OJT should involve fieldwork / desk work in the organisation; <b><u>online OJT is not permitted.</u></b></li> <li>8. Primary data collection is mandatory for Research based OJT.</li> <li>9. Research based OJT can be quantitative / qualitative in nature or even use mixed approaches.</li> <li>10. Research based OJT can involve surveys, interviews, case studies or observation studies.</li> </ol>	
	<p><b>A] Training (OJT) B 1]</b> <b>Nature of</b></p> <ol style="list-style-type: none"> <li>1. -Job Training (OJT) program shall be of 12 weeks (3 months).</li> </ol> <p><b>B]</b> <b>The OJT:</b></p> <ol style="list-style-type: none"> <li>1. The On-the 8 weeks of training in the organization (industry / bank etc.) with 30 hours of work per week.</li> <li>2. 4 Weeks of pre and post training work including proposal making, analysis, report preparation and etc.</li> <li>3. OJT must be conducted outside the academic institution to expose students to real-world work environments.</li> <li>4. <b><u>OJT must be related to the intended specialization of the student.</u></b></li> <li>5. OJT must be done individually. Group projects are not permitted.</li> <li>6. OJT may involve actual tasks relevant to the area of specialization of the student and as per the demands of the industry / organization where the student is carrying out the OJT.</li> <li>7. OJT should involve fieldwork / desk work in the organisation; <b><u>online OJT is not permitted.</u></b></li> <li>8. Primary data collection is mandatory for Research based OJT.</li> <li>9. Research based OJT can be quantitative / qualitative in nature or even use mixed approaches.</li> <li>10. Research based OJT can involve surveys, interviews, case studies or observation studies.</li> <li>11. It is mandatory for the student to seek advance written approval from the faculty mentor and the Director of the Institute about the type of work and organization before commencing the OJT.</li> </ol>	
	<p><b>B-2] Permissible Partner Organizations:</b> Students have the flexibility to conduct the OJT with any of the following organizations:</p> <ol style="list-style-type: none"> <li>1. Companies listed on either NSE or BSE in India /abroad</li> <li>2. Unlisted subsidiaries of Listed Companies.</li> <li>3. Government / Semi-Government Undertaking / PSU</li> <li>4. Government Offices</li> <li>5. Start Ups with an existence of 3 years or more and/or manpower more than 10.</li> <li>6. Family managed businesses with an existence of 10 years or more and manpower more than 100.</li> <li>7. Large Cooperative Societies / NGOs with an existence of 5 years or more operating in areas such as agriculture, food processing, health care, retail, banking, etc.</li> </ol>	

**B-3] OJT mentors:**

- a) Each student shall be assigned two mentors
  - i. a faculty mentor from the institution
  - ii. an industry mentor from the host organization where the student undertakes the OJT.
- b) **Industry Mentor Role:** The industry mentor plays a crucial role in guiding the student during the internship. They ensure that the internee fulfils the requirements of the organization and successfully meets the demands of the assigned project. Through their expertise and experience, industry mentors provide valuable insights into real-world practices and industry expectations.
- c) **Faculty Mentor Role:** The faculty mentor serves as the overall coordinator of the OJT program of the assigned / allotted students. They oversee the entire internship process and evaluate the quality of the OJT in a consistent manner across all the assigned students. The faculty mentor ensures that the OJT aligns with the MBA program's objectives and provides valuable learning opportunities. They also facilitate communication between the institution, industry mentor, and student to ensure a fruitful OJT experience.

**B-4] Submission of documentation for OJT:**

- a) **OJT Progress diary:** Each student shall maintain an OJT Progress Diary detailing the work carried out and the progress achieved on a daily basis. Daily entry can be of 3- 4 sentences giving a very brief account of the learning/activities/ tasks / interaction taken place. The faculty mentor will be monitoring the entries in the diary regularly. The student shall submit the duly signed and stamped OJT Progress Diary along with the OJT Report. Soft copy diaries (with time stamp) are also permitted.
- b) **Formal Evaluation from the industry mentor:** The students shall also seek a formal evaluation cum feedback of their OJT from the industry mentor. The formal evaluation cum feedback by the industry mentor shall comment on the nature and quantum of work undertaken by the student, the effectiveness and overall professionalism. The learning outcomes of the OJT and utility of the OJT to the host organization must be specifically highlighted in the formal evaluation cum feedback by the industry mentor. The OJT evaluation sheet duly signed and stamped by the industry mentor shall be included in the final OJT report.
- c) **OJT report:** A student is expected to make a report based on the OJT he or she has done in an organization. The student shall submit TWO hard copies & soft copy of the OJT report to the institute. One hard copy of the OJT report is to be returned to the student by the Institute after the External Viva-Voce. In the interest of

environmental considerations, students are encouraged to print their OJT reports on both faces of the paper. Spiral bound copies may be accepted.

**B-5] OJT report should contain the following:**

The OJT report should be well documented and supported by –

- 1. Institute's Certificate
- 2. Certificate by the Company
- 3. Formal feedback from the company guide
- 4. Executive Summary
- 5. Organization profile
- 6. Outline of the problem/task undertaken
- 7. Research methodology & data analysis (*in case of research projects only*)
- 8. Relevant activity charts, tables, graphs, diagrams, pictures, screenshots, AV material, etc.
- 9. Learning of the student through the OJT
- 10. Consideration to factors such as environment, safety, ethics, cost, professional (national & international) standards
- 11. Contribution to the host organization
- 12. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)

**B-6] Interaction between mentors:**

**It is suggested that a meet-up involving the intern, industry mentor, and the faculty mentor should be done as a mid- term review to ensure the smooth conduct of the OJT. The meeting can preferably be online to save time and resources. The meeting ensures the synergy between all stakeholders of the OJT. A typical meeting can be of around 15 minutes where at the initial stage the intern briefs about the work and interaction goes for about 10 minutes. This can be followed by the interaction of the mentors in the absence of the intern. This ensures that issues between the intern and the organization, if any, are resolved amicably.**

**B-7] OJT workload for the faculty:** Every student is provided with a faculty member as a mentor. So, a faculty mentor will have a few students under him/her. A faculty mentor is the overall in-charge of the OJT of the allocated students. He/she constantly monitors the progress of the OJT by regularly overseeing the diary, interacting with the industry mentor, and guiding on the report writing etc.

**B-8] Evaluation Pattern:**

**Total Marks: 200**

**Formative Assessment:100 Marks**

**Summative Assessment:100 Marks**

**1] Formative Assessment Weightage (100 marks):**

1. Executive Summary  
- 05 marks
  2. Organization profile  
- 05 marks
  3. Outline of the problem/task undertaken  
- 10 marks
  4. Research methodology & data analysis (in case of research projects only)  
- 10 marks
- OR**
- Relevant activity charts, tables, graphs, diagrams, pictures, screenshots, AV material, etc. - 10 marks
  5. Learning of the student through the OJT  
- 10 marks
  6. Consideration to factors such as environment, safety, ethics, cost, professional (national & international) standards  
- 10 marks
  7. Contribution to the host organization  
- 10 marks
  8. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.) - 10 marks
  9. Formal feedback from the company guide  
- 05 marks
  10. Regularity of interaction with the faculty mentor  
- 05 marks
  11. Overall quality of the OJT report  
- 05 marks
  12. Internal Viva-Voce  
- 15 marks

**2] Summative Assessment Weightage (100 marks):**

1. There shall be a panel of 2 examiners for the Final Viva-Voce
2. University shall nominate External Examiners
3. Director shall nominate Internal Examiners
4. Presentation by each student along with a spiral bound report is mandatory
5. Students will deliver a presentation of 15 minutes about their OJT project.
6. Weightages for summative assessment shall be as follows
  - a) Presentation  
- 20 marks
  - b) Viva-Voce  
- 30 marks
  - c) Report  
- 30 marks
  - d) Ability to connect with the theoretical & conceptual frame work  
- 20 marks

**The Internal & the External viva-voce shall evaluate the candidate based on:**

1. Adequacy of work undertaken by the student
2. Application of concepts learned in Sem I and II
3. Understanding of the organization and business environment
4. Analytical capabilities
5. Technical Writing & Documentation Skills
6. Outcome of the project – sense of purpose
7. Utility of the project to the organization
8. Variety and relevance of learning experience

**Presentation could be through any of the enlisted formats** (this is an indicative list and innovative formats if any beyond this list may be adopted) -

1. Traditional Slide Deck Presentation
2. Infographics
3. Video presentation
4. Paper presentation
5. Poster presentation
6. Webinar or online presentation
7. TED-style presentation
8. Storytelling Presentation etc.

<b>Program</b>	<b>MBA (FM)</b>			<b>Semester: III</b>			
<b>Course</b>	<b>Financial Statement &amp; Analysis</b>			<b>Course Code</b>	<b>MB25SEF-305</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 305.1	REMEMBERING	<b>Define</b> the concepts, components, and objectives of financial statements and financial reporting.
CO 305.2	UNDERSTANDING	<b>Explain</b> various financial statements—Balance Sheet, Income Statement, and Cash Flow Statement and their importance in financial decision-making.
CO 305.3	APPLYING	<b>Interpret</b> financial statement information and accounting ratios for assessing business performance.
CO 305.4	ANALYSING	<b>Apply</b> tools such as ratio analysis, comparative statements, and common-size statements to evaluate business performance.
CO 305.5	EVALUATING	<b>Analyze</b> the financial health and liquidity, profitability, and solvency of organizations using advanced financial analysis techniques.
CO 305.6	CREATING	<b>Prepare and present</b> financial reports and analytical summaries to support strategic business decisions.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Introduction to Financial Statements and Reporting</b> - Nature, purpose, and importance of financial statements, Components: Balance Sheet, Income Statement, Cash Flow Statement, Statement of Shareholders' Equity, Accounting principles and standards (Indian GAAP, IFRS, US GAAP), Annual reports and corporate disclosures, Limitations and ethical considerations in financial reporting, <b>Case Study:</b> Comparative annual reports of Indian and multinational companies	<b>(7+2)</b>
<b>II</b>	<b>Ratio Analysis and Performance Evaluation</b> - Types and interpretation of financial ratios, Liquidity, solvency, profitability, efficiency, and market ratios, DuPont analysis, Trend analysis and cross-sectional analysis, Industry benchmarking and peer comparison, <b>Activity:</b> Ratio benchmarking for 3 firms in the same sector	<b>(7+2)</b>
<b>III</b>	<b>Cash Flow Analysis</b> - Introduction of operating, investing, and financing cash flows, Direct vs. indirect methods, Free Cash Flow (FCF) and its significance, Cash flow vs. earnings analysis, Cash flow health checks and sustainability, <b>Exercise:</b> Preparing and interpreting cash flow statements from raw data	<b>(7+2)</b>
<b>IV</b>	<b>Earnings Quality and Red Flags in Reporting</b> - Earnings management and manipulation techniques, Creative accounting practices, Red flags in revenue recognition, expenses, and asset valuation, Forensic accounting basics, Role of auditors and regulators (SEBI, PCAOB, ICAI), <b>Case Study:</b> Analysis of financial fraud cases (Enron, Satyam)	<b>(7+2)</b>
<b>V</b>	<b>Financial Statement Analysis for Decision-Making</b> - Equity valuation and credit analysis, Financial forecasting and budgeting, Analysis for M&A, IPOs, and restructuring, Impact of macroeconomic factors on financial statements, ESG disclosures and integrated reporting, <b>Project:</b> Valuation and investment recommendation report for a listed company	<b>(7+2)</b>
	<b>Total</b>	<b>45</b>

**Suggested Textbooks:**

1. Financial Statement Analysis by K. R. Subramanya
2. Financial Reporting and Analysis by Charles H. Gibso
3. Leopold A. Bernstein & John J. Wild *Analysis of Financial Statements* (Latest Edition), McGraw Hill.
4. Fraser, L. M., & Ormiston, A. *Understanding Financial Statements* (Latest Edition), Pearson
5. White, G. I., Sondhi, A. C., & Fried, D. *The Analysis and Use of Financial Statements* (Latest Edition), Wiley

**Suggested References:**

1. Palepu, K. G., Healy, P. M., & Peek, E. *Business Analysis and Valuation Using Financial Statements* (Latest Edition), Cengage Learning.
2. Revsine, L., Collins, D., & Johnson, B. *Financial Reporting and Analysis* (Latest Edition), Pearson.
3. Pandey, I. M. *Financial Management* (Latest Edition), Vikas Publishing House.
4. Maheshwari, S. N., & Maheshwari, S. K. *Financial Accounting* (Latest Edition), Vikas Publishing.
5. Ravi M. Kishore *Financial Statement Analysis* (Latest Edition), Taxmann Publications

**Suggested Online Link:**

1. <https://www.nism.ac.in/financial-statement-analysis/>
2. <https://ncert.nic.in/textbook/pdf/leac204.pdf>
3. <https://corporatefinanceinstitute.com/resources/accounting/analysis-of-financial-statements/>
4. <https://nptel.ac.in/courses/110107073>

<b>Program</b>	<b>MBA (FM)</b>			<b>Semester: III</b>			
<b>Course</b>	<b>Personal Financial Management</b>			<b>Course Code</b>	<b>MB25SEF-306</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 306.1	REMEMBERING	<b>Identify</b> key concepts of personal finance, including income, expenses, savings, investments, credit, taxes, and retirement planning.
CO 306.2	UNDERSTANDING	<b>Explain</b> the principles of budgeting, time value of money, risk management, and financial goal setting.
CO 306.3	APPLYING	<b>Describe</b> different financial instruments such as mutual funds, insurance, stocks, bonds, and retirement schemes.
CO 306.4	ANALYSING	<b>Apply</b> budgeting and saving techniques to create a personal monthly and annual financial plan.
CO 306.5	EVALUATING	<b>Analyze</b> investment alternatives, credit options, insurance needs, and risk factors to make informed financial decisions.
CO 306.6	CREATING	<b>Design</b> a comprehensive personal financial plan, including investment strategy, retirement plan, risk coverage, and tax-saving strategies.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Introduction to Financial Planning &amp; Budgeting</b> - Concept and importance of personal financial planning, Financial planning process and life-cycle approach, Income, expenses, budgeting, and emergency fund, Goal setting: short-, medium-, and long-term financial goals, Financial statements for individuals, <b>Activity:</b> Personal monthly budget creation	(7+2)
<b>II</b>	<b>Investment Planning</b> - Investment objectives, risk-return trade-off, Financial instruments: Equities, bonds, debenture, mutual funds, PMS, AIF, Private equity, PPF, NPS, FDs, Corporate FD, NCD, REITs, SIPs, Gold, Commodities, Asset allocation and diversification, Investment planning based on goals and life stage, Basics of behavioral finance, MF-NISM Series 5 Module, <b>Case Study:</b> Selecting mutual funds for a young professional.	(7+2)
<b>III</b>	<b>Insurance and Risk Management</b> - Role of insurance in personal finance, Types: life, health, general (property, vehicle, travel), Term vs. endowment policies, ULIPs and annuities, Risk assessment and mitigation strategies, <b>Exercise:</b> Compare term plans using premium and benefit analysis.	(7+2)
<b>IV</b>	<b>Tax Planning &amp; Retirement Strategies</b> - Overview of Indian tax system and personal taxation (Income Tax Act, Sections 80C–80U), Tax-saving instruments and exemptions, Retirement planning: EPF, NPS, annuities, pension schemes, Inflation impact and future value planning, Planning for post-retirement income and medical care, <b>Practical Task:</b> Tax planning worksheet for salaried individuals	(7+2)
<b>V</b>	<b>Estate Planning and Financial Advisory</b> - Estate planning basics: wills, trusts, nominations, Succession laws and inheritance, Role of financial advisors and fiduciary standards, holistic personal financial plan, Tools for tracking and managing finances (Apps, robo-advisors, digital platforms), <b>Project:</b> Preparing a sample financial plan for a middle-aged client	(7+2)
	<b>Total</b>	<b>45</b>

**Suggested Textbooks:**

1. Personal Finance by Jack Kapoor, Les Dlabay, and Robert J. Hughes
2. The Intelligent Investor by Benjamin Graham
3. Regulatory websites- NISM, SEBI , RBI Guide lines
4. Personal Finance — Kapoor, Dlabay & Hughes
5. The Total Money Makeover — Dave Ramsey
6. Rich Dad Poor Dad — Robert T. Kiyosaki.

**Suggested References:**

7. The Psychology of Money — Morgan Housel
8. Your Money or Your Life — Vicki Robin & Joe Domínguez
9. The Millionaire Next Door — Thomas J. Stanley & William D. Danko
10. I Will Teach You to Be Rich — Ramit Sethi
11. The Intelligent Investor — Benjamin Graham
12. Let's Talk Money — Monika Halan
13. The Richest Man in Babylon — George S. Clason

**Suggested Online Link:**

1. [https://www.rachanaranade.com/s/store/package/619de38c0cf26a94cff24654/courses/Personal-Financial-Management-For-Windows-PCs?gad\\_source=1&gad\\_campaignid=22483409219&gbraid=0AAAAAo8JW-5dKWoyttNqerSrGlpBT-QK&gclid=CjwKCAiA9aPKBhBhEiwAyz82JyKidEiFRl4cNIHhoMmB8CCry2t45xDqc3HwbknhyVVtS1qPVGc61hoC6QIQAvD\\_BwE](https://www.rachanaranade.com/s/store/package/619de38c0cf26a94cff24654/courses/Personal-Financial-Management-For-Windows-PCs?gad_source=1&gad_campaignid=22483409219&gbraid=0AAAAAo8JW-5dKWoyttNqerSrGlpBT-QK&gclid=CjwKCAiA9aPKBhBhEiwAyz82JyKidEiFRl4cNIHhoMmB8CCry2t45xDqc3HwbknhyVVtS1qPVGc61hoC6QIQAvD_BwE)
2. [https://www.kotaksecurities.com/stockshaala/personal-finance/?utm\\_source=google-search&utm\\_medium=cpc&utm\\_campaign=PFX-KSEC-Kotak-StockShaala-Personal-Finance-Exact-09-Oct-2025&utm\\_term=learn%20how%20to%20manage%20money&utm\\_adgroup=Personal-Finance&gad\\_source=1&gad\\_campaignid=23101192520&gbraid=0AAAAA-nV2tI5klGhQ6CV5baOt-6igevxQ&gclid=CjwKCAiA9aPKBhBhEiwAyz82J\\_PNZ3avn6PYBjPK5Xjb2fVm3cCKtp8vca6w1zGmIe3NB0ytVA6RBxoCX6MQAvD\\_BwE](https://www.kotaksecurities.com/stockshaala/personal-finance/?utm_source=google-search&utm_medium=cpc&utm_campaign=PFX-KSEC-Kotak-StockShaala-Personal-Finance-Exact-09-Oct-2025&utm_term=learn%20how%20to%20manage%20money&utm_adgroup=Personal-Finance&gad_source=1&gad_campaignid=23101192520&gbraid=0AAAAA-nV2tI5klGhQ6CV5baOt-6igevxQ&gclid=CjwKCAiA9aPKBhBhEiwAyz82J_PNZ3avn6PYBjPK5Xjb2fVm3cCKtp8vca6w1zGmIe3NB0ytVA6RBxoCX6MQAvD_BwE)

<b>Program</b>	<b>MBA (FM)</b>			<b>Semester: III</b>			
<b>Course</b>	<b>Portfolio Management</b>			<b>Course Code</b>	<b>MB25SEF-307</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 307.1	REMEMBERING	<b>Define</b> fundamental concepts related to securities, financial markets, risk, return, and investment environment.
CO 307.2	UNDERSTANDING	<b>Explain</b> various techniques of fundamental and technical analysis used in evaluating securities.
CO 307.3	APPLYING	<b>Describe</b> portfolio theories and concepts including diversification, CAPM, and efficient market hypothesis.
CO 307.4	ANALYSING	<b>Apply</b> security valuation models and risk-return calculations to assess investment opportunities.
CO 307.5	EVALUATING	<b>Analyze</b> portfolios using risk measurement tools and evaluate securities for optimal investment decisions.
CO 307.6	CREATING	<b>Construct</b> and manage a diversified investment portfolio based on investor objectives, risk tolerance, and market conditions.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Investment Environment &amp; Asset Classes</b> - Investment objectives and processes, Types of investors and investment alternatives, financial markets and instruments: equity, debt, derivatives, mutual funds, Risk and return: concepts, measurement, trade-off, Regulatory environment: SEBI, AMFI, IRDA, <b>Activity:</b> Compare investment alternatives for risk and return	(7+2)
<b>II</b>	<b>Fundamental Analysis</b> - Economic, industry, and company analysis (EIC Framework), financial statement analysis: ratios, cash flows, Valuation of equity: dividend discount models (DDM), P/E ratio, EVA, Valuation of bonds: yield, duration, convexity, <b>Case Study:</b> Valuing a company using DCF and ratio-based methods.	(7+2)
<b>III</b>	<b>Technical Analysis and Market Indicators</b> - Assumptions of technical analysis, Chart types: line, bar, candlestick, Patterns: head & shoulders, double top/bottom, flags, triangles, technical indicators: moving averages, MACD, RSI, Bollinger sentiment and behavioral finance, <b>Project:</b> Price prediction using historical chart data	(7+2)
<b>IV</b>	<b>Portfolio Construction &amp; Theory</b> - Portfolio risk and return, Efficient Frontier and Optimal Portfolio, Markowitz model, Sharpe single-index model, Capital Market Line (CML), Security Market Line (SML), CAPM and APT models, <b>Practical Task:</b> Constructing an optimal portfolio using Excel	(7+2)

<b>V</b>	<b>Portfolio Evaluation &amp; Risk Management</b> - Performance evaluation: Sharpe, Treynor, Jensen's Alpha, Portfolio revision techniques, Risk management tools: Value-at-Risk (VaR), Beta, diversification, Derivatives as hedging tools: futures and options basics, Impact of global events and behavioral biases, <b>Simulation:</b> Portfolio back-testing and performance review	<b>(7+2)</b>
	<b>Total</b>	<b>45</b>

**Suggested Textbooks:**

1. Security Analysis and Portfolio Management by Prasanna Chandra
2. Investments by Zvi Bodie, Alex Kane, and Alan J. Marcus
3. MORE BOOKS NAMES TO BE ADDED
4. TOOLS , INVESTING.COM, MONEY CONTROL
5. Modern Portfolio Theory and Investment Analysis by Edwin J. Elton & Martin J. Gruber
6. NSE/BSE investor resources
7. Bloomberg Terminal, Moneycontrol, and Yahoo Finance (for data analysis)
8. Investment Analysis and Portfolio Management — Frank K. Reilly & Keith C. Brown

**References books**

1. Investments — Zvi Bodie, Alex Kane & Alan J. Marcus
2. Portfolio Management — Donald E. Fischer & Ronald J. Jordan
3. Security Analysis and Portfolio Management — Donald E. Fischer & Ronald J. Jordan
4. The Intelligent Investor — Benjamin Graham
5. Active Portfolio Management — Richard C. Grinold & Ronald N. Kahn
6. Common Stocks and Uncommon Profits — Philip A. Fisher
7. Behavioral Finance and Wealth Management — Michael M. Pompian

**Suggested Online Link:**

1. <https://groww.in/p/portfolio-management>
2. <https://apm.org.uk/resources/what-is-project-management/what-is-portfolio-management/>
3. <https://www.cfainstitute.org/insights/professional-learning/refresher-readings/2025/portfolio-management-overview>
4. <https://www.bajajfinserv.in/investments/portfolio-management>

<b>Program</b>	<b>MBA (FM)</b>			<b>Semester: III</b>			
<b>Course</b>	<b>Advance Financial Management</b>			<b>Course Code</b>	<b>MB25SEF-308</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 308.1	REMEMBERING	<b>Define</b> key concepts of advanced financial management including capital structure, cost of capital, leverage, dividend policies, and working capital management.
CO 308.2	UNDERSTANDING	<b>Explain</b> the theories of capital structure, dividend decisions, financial markets, and advanced financial instruments.
CO 308.3	APPLYING	<b>Discuss</b> financial risk management techniques and the role of derivatives, hedging, and corporate governance in modern financial decision-making.
CO 308.4	ANALYSING	<b>Apply</b> financial models for capital budgeting, capital structure decisions, valuation techniques, and working capital planning.
CO 308.5	EVALUATING	<b>Analyze</b> complex financial data to evaluate risk, return, capital budgeting projects, and financing alternatives for strategic decisions.
CO 308.6	CREATING	<b>Create</b> integrated financial strategies for long-term investment, financing, dividend policies, and risk management to optimize shareholder value.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Introduction to Financial Management &amp; Capital Structure</b> - Scope and objectives of advanced financial management, Financial decision areas: Investment, Financing, Dividend, Liquidity, Capital structure planning & theories: Net Income, Net Operating Income, MM Hypothesis, Traditional Theory, Leverage analysis: Operating, Financial & Combined leverage, Cost of capital: Concept, calculation of cost of equity, debt, preference, WACC	<b>(7+2)</b>
<b>II</b>	<b>Capital Budgeting &amp; Investment Decision</b> - Nature and significance of capital budgeting, Techniques: Traditional: Payback Period, ARR, Discounted: NPV, IRR, PI, Discounted Payback, Cash flow estimation & project evaluation, Risk analysis in capital budgeting: Sensitivity analysis, Scenario analysis, Probability techniques	<b>(7+2)</b>
<b>III</b>	<b>Dividend Decisions &amp; Working Capital Management</b> - Dividend Decision, Dividend policy & relevance theories: Walter, Gordon, MM Approach, Determinants of dividend policy, Stock dividend & stock split, Working Capital Management - Concepts and types, Working capital estimation, Cash management, Inventory management, Receivables management	<b>(7+2)</b>
<b>IV</b>	<b>Financial Markets, Instruments &amp; Corporate Restructuring</b> - Indian and global financial markets, Financial instruments: Equity, Debt, Derivatives, Mutual funds, ETFs, Venture Capital, Private Equity, Mergers, Acquisitions & Corporate restructuring, Corporate governance & ethics in financial decision-making	<b>(7+2)</b>
<b>V</b>	<b>Financial Risk Management &amp; Strategic Financial Decisions</b> - Types of financial risks: Interest rate, Foreign exchange, Credit, Operational, Hedging techniques: Forwards, Futures, Options, Swaps, Strategic financial planning: EVA, MVA, Balanced Scorecard, Corporate value creation &	<b>(7+2)</b>

	value-based management, International financial management: Multinational capital budgeting & currency risk	
	<b>Total</b>	<b>45</b>

**Suggested Textbooks:**

1. Pandey, I.M. – *Financial Management*
2. Khan & Jain – *Financial Management*
3. *Advanced Financial Management* — Ravi M. Kishore
4. *Principles of Corporate Finance* — Richard A. Brealey, Stewart C. Myers & Franklin Allen
5. *Corporate Finance* — Stephen A. Ross, Randolph W. Westerfield & Jeffrey Jaffe

**Reference book:**

6. *Financial Management: Theory and Practice* — Eugene F. Brigham & Michael C. Ehrhardt
7. *Advanced Financial Management* — S. N. Maheshwari
8. *Financial Management* — Prasanna Chandra
9. *Applied Corporate Finance* — Aswath Damodaran

**Suggested Online Link:**

1. <https://www.accaglobal.com/in/en/student/exam-support-resources/professional-exams-study-resources/p4.html>
2. <https://www.icai.org/post/19157>
3. <https://www.msuniv.ac.in/images/distance%20education/learning%20materials/ug%20pg%202023/pg%202021/Mcom%202021/II%20Semester%20-%20DCOM21%20-%20Advanced%20Financial%20Management.pdf>
4. <https://www.bajajfinserv.in/what-is-advanced-financial-management>

<b>Program</b>	<b>MBA (FM)</b>			<b>Semester: III</b>			
<b>Course</b>	<b>Digital Banking</b>			<b>Course Code</b>	<b>MB25SEF-309</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 309.1	REMEMBERING	<b>Identify</b> concepts, services, and technological components of digital banking systems.
CO 309.2	UNDERSTANDING	<b>Explain</b> various digital banking channels such as mobile banking, internet banking, UPI, wallets, ATMs, and electronic payment systems.
CO 309.3	APPLYING	<b>Describe</b> cybersecurity measures, digital banking regulations, and customer protection guidelines in digital financial services.
CO 309.4	ANALYSING	<b>Apply</b> digital banking tools and platforms to perform banking transactions, online payments, fund transfers, and account management activities.
CO 309.5	EVALUATING	<b>Analyze</b> the impact of digital banking innovations on banking operations, customer behavior, financial inclusion, and regulatory practices.
CO 309.6	CREATING	<b>Design</b> digital banking solutions or strategies that enhance operational efficiency, customer experience, security, and financial inclusion.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Evolution and Overview of Digital Banking</b> - History and transformation of banking, Traditional vs. digital banking, Types of digital banks: online banks, neobanks, challenger banks, Role of RBI and regulatory bodies in digital banking, Financial inclusion through digital banking, <b>Case Study:</b> UPI's impact on rural banking adoption	(7+2)
<b>II</b>	<b>Digital Banking Channels and Technologies</b> - Core banking solutions (CBS), Mobile banking and internet banking platforms, Electronic payment systems: NEFT, RTGS, IMPS, UPI, AePS, Digital wallets and prepaid instruments, Role of APIs and open banking, <b>Assignment:</b> Compare leading mobile banking apps in India	(7+2)
<b>III</b>	<b>Customer Experience and Digital Products</b> - Omnichannel and personalized banking experiences, User interface and user experience (UI/UX) in digital banking, Chatbots, robo-advisors, and digital onboarding, Product innovation: instant loans, savings bots, micro-investments, CRM in digital banking, <b>Activity:</b> Design a digital savings product for Gen Z customers	(7+2)
<b>IV</b>	<b>Cybersecurity, Fraud Management, and Compliance</b> - Cybersecurity challenges in digital banking, Data protection and privacy frameworks, Digital identity verification: e-KYC, Aadhaar, biometrics, Regulatory compliance: IT Act, RBI circulars, Data Protection Bill, Fraud detection systems and AI-based alerts, <b>Workshop:</b> Simulating a digital banking fraud scenario	(7+2)

<b>V</b>	<b>Emerging Trends and the Future of Banking</b> - Artificial Intelligence and Machine Learning in banking, Blockchain and its use in digital transactions, Open banking and API monetization, Digital currencies (CBDCs, stablecoins), Future of banking: branchless banking, banking-as-a-service (BaaS), <i>Case Study</i> : RBI's Digital Rupee pilot and its implications	<b>(7+2)</b>
	<b>Total</b>	<b>45</b>
<b>Suggested Textbooks:</b>		
<ol style="list-style-type: none"> <li>1. <i>Digital Banking Tips</i> by Alessandro Hatami and Chris Skinner</li> <li>2. <i>Bank 4.0</i> by Brett King</li> <li>3. <i>The FinTech Book</i> — Susanne Chishti &amp; Janos Barberis</li> <li>4. <i>Payments Systems in the U.S. and India</i> — BIS / RBI Publications</li> <li>5. <i>The Rise of FinTech</i> — Susanne Chishti</li> <li>6. <i>Digital Finance</i> — Roman Beck, Jakob Stenum Czepluch, Nicolai Lollike &amp; Simon Malone</li> </ol>		
<b>Suggested Reference Books</b>		
<ol style="list-style-type: none"> <li>1. RBI Publications and Reports on Digital Payments</li> <li>2. NITI Aayog's Reports on FinTech and Digital Finance</li> <li>3. <i>Journal of Digital Banking</i> (Henry Stewart Publications)</li> <li>4. Websites: <a href="http://rbi.org.in">rbi.org.in</a>, <a href="http://nibm.in">nibm.in</a></li> <li>5. <i>The Digital Transformation of Banking</i> — Theo Lynn, John G. Mooney &amp; Pierangelo Rosati</li> <li>6. <i>The Future of Finance</i> — Henri Arslanian &amp; Fabrice Fischer</li> <li>7. <i>Platform Revolution in Banking</i> — Dan Tapscott</li> <li>8. <i>Banking Beyond Banks and Money</i> — Brett King</li> </ol>		
<b>Suggested Online Link:</b>		
<ol style="list-style-type: none"> <li>9. <a href="https://www.yes.bank.in/corporate-banking/product-and-services/digital-banking">https://www.yes.bank.in/corporate-banking/product-and-services/digital-banking</a></li> <li>10. <a href="https://www.meniga.com/resources/digital-banking-advantages-and-disadvantages/">https://www.meniga.com/resources/digital-banking-advantages-and-disadvantages/</a></li> <li>11. <a href="https://www.csiweb.com/how-we-help/core-banking-software/digital-banking/">https://www.csiweb.com/how-we-help/core-banking-software/digital-banking/</a></li> <li>12. <a href="https://www.fisglobal.com/products/digital-one">https://www.fisglobal.com/products/digital-one</a></li> </ol>		

<b>Program</b>	<b>MBA (FM)</b>			<b>Semester: III</b>			
<b>Course</b>	<b>Strategic Supply Chain Management</b>			<b>Course Code</b>	<b>MB25SEF-310</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 310.1	REMEMBERING	<b>Identify</b> basic concepts, principles, and terminology related to life insurance, risk, and insurance contracts.
CO 310.2	UNDERSTANDING	<b>Explain</b> the features, benefits, and differences among various life insurance products such as term plans, endowment plans, ULIPs, annuity, and pension plans.
CO 310.3	APPLYING	<b>Describe</b> the life insurance underwriting process, including risk assessment, medical evaluation, and policy issuance procedures.
CO 310.4	ANALYSING	<b>Apply</b> underwriting guidelines and insurance product knowledge to assess customer needs and recommend suitable life insurance plans.
CO 310.5	EVALUATING	<b>Analyze</b> policyholder risks, premium calculations, mortality rates, and underwriting decisions in different insurance scenarios.
CO 310.6	CREATING	<b>Design</b> customized life insurance proposals and underwriting strategies aligned with customer profiles, risk assessments, and regulatory guidelines.

**Course Contents**

Unit	Description	Duration [Hrs]
<b>I</b>	<b>Introduction to Life Insurance</b> - History and evolution of life insurance, Basic principles: risk pooling, insurable interest, indemnity, Role of life insurance in financial planning, Regulatory framework: IRDAI regulations, global perspective, Insurance marketing and distribution channels, <b>Case Discussion:</b> Evolution of LIC and private insurers in India.	(7+2)
<b>II</b>	<b>Life Insurance Products</b> - Term plans, whole life, endowment policies, Money-back and ULIP products, Group insurance and riders (accident, disability, critical illness), Pension and annuity products, Product innovation in life insurance, <b>Assignment:</b> Compare features of term vs. ULIP plans across insurers	(7+2)
<b>III</b>	<b>Underwriting Principles and Process</b> - Concept of underwriting in insurance, Types of underwriting: medical, financial, moral, Risk classification and rating methods, Role of medical examinations and underwriting guidelines, Use of technology and AI in underwriting, <b>Activity:</b> Draft an underwriting checklist for a term policy	(7+2)
<b>IV</b>	<b>Premium Calculation and Policy Servicing</b> - Premium components: mortality, expenses, interest, Actuarial assumptions and tables, Lapse, surrender, revival, and maturity, Claims processing: death and survival benefits, Reinsurance and its role in underwriting, <b>Exercise:</b> Premium estimation using mortality tables	(7+2)
<b>V</b>	<b>Ethical and Strategic Issues in Life Insurance</b> - Ethical issues in selling and underwriting life insurance, Mis-selling and grievance redressal mechanisms, Bancassurance and digital insurance platforms, Risk-based capital and solvency norms, Emerging trends: Insurtech, embedded insurance, and micro insurance, <b>Case Study:</b> Ethics in underwriting and claim disputes	(7+2)
	<b>Total</b>	<b>45</b>

**Suggested Textbooks:**

1. *Life Insurance* by Kenneth Black & Harold D. Skipper
2. *Principles of Risk Management and Insurance* by George E. Rejda
3. IRDAI Study Material for Life Insurance Agents
4. Reports from Life Insurance Council, India

**Reference Textbooks:**

5. *Life Insurance* — K. S. N. Rao
6. *Insurance Principles and Practice* — M. N. Mishra & S. B. Mishr
7. *Life Insurance Underwriting* — R. S. Deshpande
8. *Insurance and Risk Management* — P. K. Gupta
9. *Fundamentals of Insurance* — E. Rejda
10. Websites of LIC, HDFC Life, ICICI Prudential for product comparisons

**Suggested Online Link:**

1. <https://www.iii.org/article/life-insurance-basics>
2. [https://www.phindia.com/Books/BookDetail/9788120352667/FUNDAMENTALS-OF-LIFE-INSURANCE-Theories-and-Applications-MISHRA?srsItd=AfmBOowz5PSynOXmrN7mUwR3QnsxSbdnD62MFqni0mzWXPkWW\\_MNBYS](https://www.phindia.com/Books/BookDetail/9788120352667/FUNDAMENTALS-OF-LIFE-INSURANCE-Theories-and-Applications-MISHRA?srsItd=AfmBOowz5PSynOXmrN7mUwR3QnsxSbdnD62MFqni0mzWXPkWW_MNBYS)
3. <https://irdai.gov.in/documents/37343/369581/Life+Insurance+Handbook+%28English%29.pdf/2a13350c-0fb2-fc1d-bfaf-6ced7a31eeee?version=1.0&t=1631528774917>

# **Course Syllabus**

**Second Year MBA. Semester  
IV**

<b>Program</b>	<b>MBA (FM)</b>			<b>Semester: IV</b>			
<b>Course</b>	<b>Entrepreneurship, Innovation and Design Thinking</b>			<b>Course Code</b>	<b>MB25GC-401</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 401.1	REMEMBERING	DESCROPE the fundamentals of entrepreneurship, innovation and design thinking.
CO 401.2	UNDERSTANDING	UNDERSTAND the prerequisites of entrepreneurship and innovation.
CO 401.3	APPLYING	APPLY the Design Thinking process to real-world challenges.
CO 401.4	ANALYSING	IDENTIFY business opportunities and create viable business models.
CO 401.5	EVALUATING	EVALUATE entrepreneurial ideas and innovation strategies using design thinking principles and business model frameworks to determine their feasibility, viability, and desirability in real-world contexts.
CO 401.6	CREATING	Develop entrepreneurial mindsets and skills and Pitch ideas effectively to stakeholders or investors.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Entrepreneurship &amp; Innovation</b> – Definition, Objective and Features: Entrepreneurship; Difference between Entrepreneurship and Traditional Businesses; Entrepreneurs and Intrapreneurs; Corporate Entrepreneurship, Technological Entrepreneurship, Life Cycle of Startup, Focus on Valley of Death, Why Startups Fail? Innovation: Culture of innovation – process and Types of innovation – Continuous and Disruptive, Radical Innovation, Challenges in innovation, Agile/Lean Innovation, Steps of Innovation Management, Idea Management System, Divergent V/s Convergent Thinking, Design Thinking and Entrepreneurship Creating Value through Innovation. Management of Innovation, Types of IPR	<b>(7+2)</b>
<b>II</b>	<b>Entrepreneurial Theories and Entrepreneurial Environment, Entrepreneurial Development-</b> Theories of Entrepreneurship; Successful Entrepreneurs and Their Traits; Types of Entrepreneurs; Entrepreneurial Environment- PESTEL and Their Effects; Business Environment Analysis, Business Planning; Mid-career Dilemmas; Entrepreneurial Growth and Competitive Advantage; Changing Role of Entrepreneurs. Women Entrepreneurs, Entrepreneurship Development Institute; Entrepreneurship Development Programs	<b>(7+2)</b>
<b>III</b>	<b>Design Thinking</b> – Introduction, Definitions and Meaning; Design Thinking –as an Art and Science; Stages of Design Thinking –Empathise, Define, Ideate, Prototype and Test; Entrepreneurship Design Thinking, Need of Design and Design Thinking Writing the Problem Statement; Understanding Stakeholders and Users; Personas, Empathy Maps;	<b>(7+2)</b>

	Current Scenarios to identify pain points; Ideation and Storyboarding; Deriving Goals from Ideas; Future Scenarios and Moments of Max Impact; Prototyping	
IV	<b>Design Thinking in Start-Up</b> – 5 stages integration Empathise–Listening to People involved and the End User Problems Realisation, Understanding User Needs: User Research Techniques, Observation, Interviewing, Surveys, Persona Mapping; Define– Identifying User Problems, Problem Statement Formulation, Reframing Problems; Ideate – Generating Ideas, Brainstorming Techniques, Mind Mapping, Scenarios - Finding the solutions most effectively; Prototype – Making the samples to Launch, Different Types of Prototypes, Testing and Iterating; Test – Evaluating offerings, Usability Testing, User Feedback. Design thinking with AI	(7+2)
V	<b>Opportunity Recognition &amp; Business Models-</b> Model of opportunity recognition (Corbett, 2005), Identifying opportunities through Design Thinking, Market research basics, Value Proposition Canvas, Business Model Canvas (BMC), Minimum Viable Product (MVP): Lean Startup & Validation- Lean Startup methodology (Eric Ries), Build-Measure-Learn cycle, Customer validation, Metrics and KPIs, Agile iteration. Teamwork and Collaboration. Business Model Failure: Reasons and Remedies. Sustainability Innovation and Entrepreneurship. Emerging technologies such as artificial intelligence, augmented reality, virtual reality	(7+2)
		45

#### Suggested Books:

1. Steps to Innovation: Going from Jugaad to Excellence – Rishiksha T. Krishnan and Vinay Dabholkar
2. Innovation and Entrepreneurship - Peter Drucker
3. Entrepreneurship: Business and Management – Dr. R.C. Bhatia, Sultan Chand & Sons, 2020
2. Entrepreneurship - Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, Sabyasachi Sinha. 11<sup>th</sup> Edition
3. The Lean Startup – Eric Ries
4. Creative Confidence – Tom Kelley & David Kelley

#### Suggested Reference Books:

1. Ten Types of Innovation – Larry Keeley, Helen Walters, Ryan Pikkell & Brian Quinn
2. Design Thinking for Strategic Innovation – Idris Mootec

#### Suggested Online Link:

1. [https://onlinecourses.nptel.ac.in/noc21\\_mg63/preview](https://onlinecourses.nptel.ac.in/noc21_mg63/preview)
2. [https://onlinecourses.nptel.ac.in/noc25\\_mg81/preview](https://onlinecourses.nptel.ac.in/noc25_mg81/preview)
3. <https://www.coursera.org/learn/design-thinking-entrepreneurship>
4. <https://www.coursera.org/specializations/innovation-entrepreneurship>

<b>Program</b>	<b>MBA (FM)</b>			<b>Semester: IV</b>			
<b>Course</b>	<b>Project Management</b>			<b>Course Code</b>	<b>MB25GC-402</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>10</b>	<b>30</b>	<b>50</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 402.1	REMEMBERING	DESCROPE the basic terms and concepts in Project Management.
CO 402.2	UNDERSTANDING	EXPLAIN the various parameters of cost, time and quality in project management
CO 402.3	APPLYING	INTEGRATE the aspects of various functional areas of management to develop a Project perspective.
CO 402.4	ANALYSING	EXPLAIN techniques as cpm/pert/earned value analysis and projected financial statements
CO 402.5	CREATING	DEVELOP the capability of student to conceive an idea, evaluate it's feasOPility and make it workable.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Overview of Project Management:</b> Concepts and attrOPutes of Project, Project lifecycle and stake holders, Project Organization, WBS, Scope and priorities, Project Identification, Market feasOPility with Moving Average and Exponential smoothing methods, Techno economic feasOPility, Government policy to location, legal aspects, Preparation of DPR	<b>(4+2)</b>
<b>II</b>	<b>Project Planning:</b> Time and cost estimates with AON and AOA conventions, Budget estimates, Network analysis, Float analysis, crashing concepts	<b>(4+2)</b>
<b>III</b>	<b>Project scheduling and Risk Management:</b> Gantt chart, splitting and multitasking, Risks in time estimates PERT analysis <b>Project Organization:</b> Role and responsOPilities of Project Manager, Team development model, sources of conflicts, conflict resolution	<b>(4+2)</b>
<b>IV</b>	<b>Earned value analysis:</b> 'S' curve, Cost and schedule performance indices using network, Revised estimates of cost and time <b>Financial analysis:</b> Profitability analysis, Using NPV, IRR, Payback and discounted Payback period, PI. Preparation of projected statements of Income- expenditure and balance-sheet	<b>(4+2)</b>

V	<b>Computer applications and Software for Project Management</b> :Computer applications and Software for Project Management, Project Management Cases	(4+2)
		30

**Suggested Textbooks:**

1. Project Planning estimation and assessment by Prasanna Chandra
2. Project Management : The Managerial Process by Gray and Larson 3E Tata McGraw- Hill
3. Quantitative Techniques in Management by N D Vohra

**Suggested Reference Books:**

1. Project Management Managerial Emphasis by Meredith and Mantel
2. Project Management: A Managerial Approach, Authors: Jack R. Meredith, Samuel J. Mantel Jr. & Scott M. Shafer, Publisher: John Wiley & Sons, Edition: 9th Edition (2016)
3. A Guide to the Project Management Body of Knowledge (PMBOK® Guide), Author: Project Management Institute (PMI), Publisher: Project Management Institute, Edition: 7th Edition (2021)
4. Project Management: A Systems Approach to Planning, Scheduling, and Controlling, Author: Harold Kerzner, Publisher: John Wiley & Sons, Edition: 12th Edition (2022 / reprint)

**Suggested Online Link:**

1. [https://onlinecourses.nptel.ac.in/noc25\\_mg127/preview](https://onlinecourses.nptel.ac.in/noc25_mg127/preview)
2. <https://elearn.nptel.ac.in/shop/nptel/project-management/>
3. <https://www.coursera.org/learn/predictive-project-methodologies>
4. <https://www.coursera.org/learn/project-planning-and-execution->

<b>Program</b>	<b>MBA (FM)</b>			<b>Semester: IV</b>			
<b>Course</b>	<b>Financial Market and Banking Operation</b>			<b>Course Code</b>	<b>MB25SCF-403</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 403.1	REMEMBERING	<b>Identify</b> the structure, functions, and participants of financial markets and banking systems.
CO 403.2	UNDERSTANDING	<b>Explain</b> the role, features, and functioning of money markets, capital markets, and banking operations.
CO 403.3	APPLYING	<b>Describe</b> banking products, services, regulatory frameworks, and digital initiatives in the banking sector.
CO 403.4	ANALYSING	<b>Apply</b> financial instruments and banking procedures to real business and customer service situations, including account operations, payments, and loan processing.
CO 403.5	EVALUATING	<b>Analyze</b> the performance and risks associated with financial markets, banking products, and regulatory policies.
CO 403.6	CREATING	<b>Develop</b> financial and banking solutions or operational strategies to enhance service efficiency, customer experience, and compliance.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Introduction to Financial Markets</b> - Overview of financial systems, Role and types of financial markets: money market, capital market, derivatives market, forex market, Market participants and institutions (SEBI, RBI, IRDAI, Stock exchanges, etc.), Primary (IPO) vs. secondary markets, Instruments: equity, debt, commercial paper, treasury bills, Case Study: Evolution of Indian financial markets.	<b>(7+2)</b>
<b>II</b>	<b>Banking Structure and Regulatory Framework</b> - Types of banks: commercial, cooperative, development, small finance, payments banks, Functions and roles of RBI and regulatory oversight, Basel norms and banking supervision, Monetary policy and its transmission mechanism, Financial inclusion and priority sector lending, Case: Role of RBI in managing inflation	<b>(7+2)</b>
<b>III</b>	<b>Banking Operations and Risk Management</b> - Deposit mobilization and credit creation, Types of bank accounts, loan products, and services, Credit appraisal and NPA management, Asset Liability Management (ALM), Banking sector risks: credit, market, operational, and liquidity risks, Case Study: NPA crisis in Indian banks and IBC	<b>(7+2)</b>

<b>IV</b>	<b>Digital Banking</b> - Core banking systems (CBS) and banking technologies, Payment and settlement systems: NEFT, RTGS, IMPS, UPI, Digital banking, fintech integration, mobile wallets, Cybersecurity and KYC/AML norms, Trends in retail vs. wholesale banking, Case: UPI revolution and India’s digital payments boom	<b>(7+2)</b>
<b>V</b>	<b>Global Financial Markets and Emerging Trends</b> - International financial markets and institutions (IMF, World Bank, BIS, WTO, ADB), Exchange rate mechanisms and forex operations, Global banking models and fintech disruptions, Green banking and ESG integration, Trends: Open banking, blockchain in finance, central bank digital currencies (CBDCs), Case: Silicon Valley Bank collapse & implications for global banking	<b>(7+2)</b>
	<b>Total</b>	<b>45</b>

**Suggested Textbooks:**

1. Financial Markets and Institutions” by Frederic S. Mishkin & Stanley Eakins
2. “Indian Financial System” by M.Y. Khan
3. “Banking Theory and Practice” by K.C. Shekhar & Lekshmy Shekhar
4. RBI publications and bulletins
5. Reports from SEBI, BIS, and IMF
6. Indian Financial System — Vasant Desai

**Suggested Reference books:**

1. Banking Theory, Law and Practice — Gordon & Natarajan
2. Banking and Financial Systems — R. S. Kothari
3. The Economics of Money, Banking and Financial Markets — Frederic S. Mishkin
4. Financial Institutions and Markets — L. M. Bhole & Jitendra Mahakud
5. Bank Management — Timothy W. Koch & S. Scott MacDonald

**Suggested Online Link:**

1. [https://onlinecourses.swayam2.ac.in/imb20\\_mg17/preview](https://onlinecourses.swayam2.ac.in/imb20_mg17/preview)
2. [https://baou.edu.in/assets/pdf/PGDF\\_103\\_slm.pdf](https://baou.edu.in/assets/pdf/PGDF_103_slm.pdf)
3. [https://cbseacademic.nic.in/web\\_material/publication/BusinessStudiesXII\\_Chapter10\\_2023.pdf](https://cbseacademic.nic.in/web_material/publication/BusinessStudiesXII_Chapter10_2023.pdf)

<b>Program</b>	<b>MBA (FM)</b>			<b>Semester: IV</b>			
<b>Course</b>	<b>Research Project</b>			<b>Course Code</b>	<b>MB25RPF-404</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>PR</b>	
<b>6</b>	<b>0</b>	<b>2</b>	<b>10</b>	<b>0</b>	<b>100</b>	<b>50</b>	<b>150</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO 404.1	REMEMBERING	Carry out a substantial research-based project
CO 404.2	UNDERSTANDING	Demonstrate capacity to improve student achievement, engagement and retention
CO 404.3	UNDERSTANDING	An understanding of the ethical issues associated with practitioner research
CO 404.4	APPLYING	Applying domain knowledge and foundational research skills to address a research problem.
CO 404.5	ANALYSING	Analyse data and synthesize research findings.
CO 404.6	CREATING	Report research findings in written and verbal forms and use research findings to advance education theory and practice.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>A]</b>	<p><b>Preamble:</b></p> <p>A research project is a systematic and organized endeavour undertaken to investigate a specific topic, question, or problem in order to gain new insights, knowledge, or understanding. The objective of the research project is to further develop the student's ability to carry out and contrOPute to business research. The student should demonstrate, through his/her thesis and orally, an ability to plan, conduct, and present a scientific investigation of relevance to the subject of Business Administration and the student's chosen Master's program. A further aim is to develop skills for the critical examination of investigations and research reports and to provide the student with the opportunity for a deeper level of theoretical study within a chosen area. These projects involve a structured process of inquiry, data collection, analysis, and interpretation to arrive at meaningful conclusions.</p> <p><b>Learning Objectives</b></p> <ol style="list-style-type: none"> <li>1. Understand the purpose and significance of research in business management.</li> <li>2. Develop skills in research methodology, data analysis, and interpretation.</li> <li>3. Learn to conduct a thorough literature review and critically evaluate existing research.</li> <li>4. Learn to formulate a clear research question and develop a compelling research proposal.</li> <li>5. Master the art of writing a well-structured and coherent dissertation.</li> <li>6. Gain confidence in presenting research findings to an academic audience.</li> </ol>	<b>(10+2)</b>

B - 1]	<p><b>Conducting research projects can offer benefit and advantages to the students:</b></p> <ol style="list-style-type: none"> <li>1. <b>Intellectual Growth:</b> Engaging in research projects allows students to explore and develop their intellectual curiosity. It encourages critical thinking, problem-solving skills, and the ability to analyse complex issues.</li> <li>2. <b>Skill Development:</b> Research projects help students develop a variety of skills such as information gathering, data analysis, literature review, writing, presentation, and time management. These skills are valuable both academically and in future careers. .</li> <li>3. <b>Deepened Understanding:</b> Research enables students to delve deeply into a specific topic, gaining a more comprehensive understanding of it beyond what's covered in regular coursework.</li> <li>4. <b>Independent Learning:</b> Research projects encourage self-directed learning. Students learn how to set their own goals, manage their time, and work independently, fostering a sense of responsibility and initiative.</li> <li>5. <b>Problem Solving:</b> Through research, students confront real-world problems and work towards finding innovative solutions. This experience prepares them to tackle challenges in various aspects of their lives.</li> <li>6. <b>Personal Growth:</b> Research projects can boost students' confidence as they overcome obstacles, contribute to knowledge, and present their findings to peers and professors. This can positively impact their self-esteem and personal growth.</li> <li>7. <b>Networking:</b> Engaging in research projects often involves collaboration with professors, peers, and sometimes professionals in the field. This can lead to valuable networking opportunities and connections that might be beneficial for future academic or career pursuits.</li> <li>8. <b>Enhanced Resume/CV:</b> Having research experience on a resume can make students stand out to potential employers or graduate programs. It demonstrates their commitment to learning and their ability to handle complex tasks.</li> <li>9. <b>Contribution to Knowledge:</b> Even in the early stages of their academic careers, students can contribute to the existing body of knowledge. Their research findings might lead to new insights or perspectives in their chosen field.</li> <li>10. Preparation for undertaking Research: For students considering post graduate, engaging in research during their postgraduate years can provide a taste of the kind of work they might encounter at the next academic level PhD.</li> <li>11. <b>Career Exploration:</b> Research projects can help students explore potential career paths within their field of study. They might discover specific areas they are particularly passionate about.</li> <li>12. <b>Personal Interest Pursuit:</b> Research projects often allow students to delve into topics that deeply interest them, providing a fulfilling and enjoyable learning experience.</li> <li>13. <b>Exposure to Research Methods:</b> Students gain exposure to various research methodologies, which can be beneficial not only in academia but also in fields where data analysis and evidence-based decision-making are crucial.</li> <li>14. <b>Critical Evaluation:</b> Research requires students to evaluate existing literature, sources, and information critically. This skill helps them become more discerning consumers of information. <b>Long-Term Impact:</b> Some research projects can have lasting impacts beyond the academic realm, contributing to policy changes, technological advancements, or improvements in various industries</li> </ol>	(10+2)

<p><b>B-2]</b></p>	<p>In Semester IV the student shall work under the supervision of the faculty and carry out a Research Project and submit a structured report in TWO hard bound copies (Blackbook) &amp; one soft copy (PDF). In the interest of environmental considerations, students are encouraged to print their Research Project reports on both faces of the paper. The student is required to conduct advanced research on a topic related to one (or more) of contemporary issues in management. The topic is chosen in consultation with the student's supervisor. The student will prepare and present a detailed research proposal prior to starting the work.</p> <p>It is mandatory for the student to seek advanced written approval for Research Report Proposal from the faculty Supervisor and the Director of the Institute about the topic before commencing the Research Project work. A Research Project outlining the entire problem, including a survey of literature and the various results obtained along with their solutions, is expected to be produced. The student must submit the completed Research Project and make an oral presentation of the same. Through the Research Project, the student is expected to furnish evidence of competence in understanding varied aspects of the theme/topic selected and a deep understanding of the specialty area. The completion of the Research Project / project shall be certified by the Faculty Supervisor, HOD &amp; approved by the Director of the Institute.</p> <ol style="list-style-type: none"> <li>1) All sheets are to be A4 size.</li> <li>2) The Text in all the chapters shall be in Times New Roman 12 Font, Regular, justified with line spacing of 1.15.</li> <li>3) The margins shall be as follows: Top &amp; Bottom: 0.8 inches; Left: 1 inch, Right: 0.5 inches</li> <li>4) One extra line spacing should be left in between paragraphs.</li> <li>5) All Chapter headings are to be centred in the Font Times New Roman 14 size Bold.</li> <li>6) All headings of section shall be in Times New Roman 12 Bold</li> <li>7) All sub-section headings shall be in Times New Roman , size, 12, Bold, Italic.</li> <li>8) All minor sub-section headings shall be in Times New Roman , size, 12, Regular.</li> <li>9) It is advised that the sections and sub- sections are to be limited to 3rd level       <ol style="list-style-type: none"> <li>a. Zero Level - Chapter Headings</li> <li>b. First Level - Main sections in each chapter : to be numbered as 1.1, 1.2, 2.1, 3.1 etc.</li> <li>c. Second level - Sub- sections in each section : to be numbered as 1.1.1, 1.2.2, 2.1.3, 3.2.1 etc.</li> <li>d. Third level - Minor sub-sections ie., sections in sub-sections. : to be numbered as 1.1.1.1, 1.2.2.1, 2.1.3.2, 3.2.1.4 etc. - to be avoided to the extent possible.</li> </ol> </li> <li>10) All the references / Bibliography are to be listed at the end, arranged in the chronological order and are to be numbered 1, 2, 3 etc.</li> <li>11) The reference No. should be given as superscript in the report wherever they appear.</li> <li>12) All the figures are to be numbered as Fig. 1.1, Fig. 2.3 etc indicating chapter No and the sl. No. of the figure in that chapter. The title of the figure should at the bottom of the figure and should be numbered as shown below. Fig. 1.1 Study Area Fig. 2.1 Definition Sketch Fig. 3.2 Experimental Setup etc...</li> <li>13) All the figures are to be placed at the end of each chapter. Alternatively, they can be placed after the page where they are first referred to. Uniformity should be maintained and under no circumstances should these two alternatives indicated be mixed.</li> </ol>	

	<p><b>Research projects may include:</b></p> <ul style="list-style-type: none"> <li>➤ Developing a research question or statement</li> <li>➤ Finding and evaluating sources</li> <li>➤ Conducting research</li> <li>➤ Writing a report etc</li> </ul> <p><b>Students can do-</b></p> <ul style="list-style-type: none"> <li>➤ Survey based research.</li> <li>➤ Secondary data analysis such as decision analysis, cost effectiveness analysis or Meta-analysis.</li> <li>➤ Observation based/Interview based research.</li> </ul> <p>Each student must work under the supervision of a faculty mentor. Depending on the area of research interest or the research topic,</p>	
<p><b>B-3]</b></p>	<p><b>Research Project Process</b></p> <p><b>I. SELECTION OF THE RESEARCH TOPIC:</b> <b>The first major challenge in conducting research</b></p> <ol style="list-style-type: none"> <li>1. The easiest way is working with a faculty mentor who is active in research and may have defined one or more researchable questions.</li> <li>2. Consulting with leading faculty in your area of interest and asking for advice on researchable topics is another avenue for research ideas.</li> <li>3. Developing research ideas from loose ends discovered during:       <ol style="list-style-type: none"> <li>a) desk research/FP/SIP/OJT, b) literature review c) reviewing journal article(s), and d) discussions, critique of research articles in journal club, could be an interesting, and a rewarding experience.</li> </ol> </li> </ol> <p><b>II. DEVELOPING THE RESEARCH PROPOSAL</b></p> <p>A research proposal helps to develop research idea into a valid, scientific research project. A general outline of the elements of a Research Proposal is presented. Although the Research Project Outline provides a description of all the elements of a research project, students are required to complete the writing up of the Methodology section before beginning the project implementation. Writing of the research proposal has a twofold purpose:</p> <ol style="list-style-type: none"> <li>1. it provides the researcher, with the blueprint for implementing the project, and</li> <li>2. it has to be submitted to the research supervisor, HOD and Director of the Institute) for securing approval.</li> </ol> <p><b>III. PROJECT IMPLEMENTATION</b></p> <p>In order to conduct a valid, scientific study, it is important that student rigorously follow the study design outlined in your research proposal and approved by the research supervisor. To ensure timely completion of the project, it is important to stay within the framework discussed in the Timeline.</p> <p><b>IV. WRITE-UP OF PROJECT RESULTS AND DISCUSSION</b></p> <p>This should follow directly from your research proposal. The research project outline provides a ‘how to’ write-up of the results and discussion sections.</p> <p style="text-align: center;">41 / 58</p> <p><b>V. RESEARCH PRESENTATION</b></p> <p>Once the research project is complete, student have to make a public oral presentation to present the work.</p>	

<p><b>B-4]</b></p>	<p><b>OUTLINE OF A RESEARCH PROJECT</b></p> <p><b>I. TITLE PAGE (Page 1, DO NOT NUMBER)</b></p> <ul style="list-style-type: none"> <li>➤ Study Title</li> <li>➤ Names of the Supervisor (faculty mentor)</li> <li>➤ Discipline</li> <li>➤ Name of the Institute</li> <li>➤ Date: month and year proposal prepared/submitted</li> </ul> <p><b>II. SUMMARY (Page 2, 1-2 pages; DO NOT NUMBER)</b></p> <p>The summary should be brief and include: 1) a few sentences introducing the topic of current study (could include a couple of references); 2) statement of the problem; 3) a brief description of the methodology to be used including duration of study, subject selection criteria, tests to be performed, and/or data to be collected; 4) significance and implications of the study (why is it important to do the study, and what are the benefits: fill in gap in knowledge; develop further understanding of a clinical situation; modify current approach to treatment; cost-benefit analysis etc., etc.).</p> <p><b>III. INTRODUCTION (Page 3; up to 2 – 3 pages)</b></p> <p>This section consists of an overview of the research question and some indication of the study’s worth and the contribution it is apt to make to the field of study. It should include the rationale for the research project.</p> <p><b>IV. REVIEW OF THE LITERATURE (Page 4; up to 4 –6 pages; a minimum of 10 references required).</b></p> <p>Use references to establish the link between the proposed study and previous work done on the topic, lay the groundwork for the proposed study, and demonstrate why it is important and timely. The literature review is not just a compilation of facts, but a coherent argument that leads to the description of the proposed study.</p> <p><b>V. PROBLEM STATEMENT &amp; RESEARCH HYPOTHESES (up to 1/2-1 page)</b></p> <p>The problem statement describes the problem posed by the proposed study and specifies it in the form of Research Hypotheses. The research hypotheses should flow logically from the discussion presented in the Review of Literature and the Statement of the Problem. The hypotheses should be very specific in presenting what aspects of the research topic will be studied, and how. The hypotheses (If any) should be optimally clear, concise, meaningful, and typically written in the present tense. One recommended statement of the criteria for a good hypothesis is that is: a) be free of ambiguity, b) express the relationship between two variables or concepts, and c) imply an empirical test. AVOID having more than one hypothesis embedded in a single, complex statement. A conceptual model represents a visual depiction of the relationship between all the variables in your study. It is a good place to start when planning your research project, and also helps in developing your hypotheses.</p> <p><b>VI. RESEARCH METHODOLOGY (up to 2-3 pages)</b></p> <p>1. <u>Study Duration</u>: Describe the time frame during for which data will be collected (retrospective study; chart reviews), or intervention administered (prospective study; etc). If any</p>	<p>(</p>

	<p>2. <u>Subject Selection</u>: Of particular importance in this section are:  a) the sampling procedure to be used – random, stratified, convenience, b) the source of the subjects, c) the criteria for selection – clearly state inclusion/exclusion d) the rationale for determining sample size – use power test to determine sample size for significance; realistic estimates of crossovers, dropouts must be used in calculating sample size</p> <p>3. <u>Instrumentation or Measures</u>: This section <u>lists all the variables (intervention as well as outcome variables)</u> you would be examining in your study, and describe what particular measures, or forms, or data collection sheets you will be using to measure the variables.</p> <p>4. <u>Procedures</u>: This section provides a detailed description of the exact steps to be taken to conduct your research. This includes the procedure used to contact subjects, obtaining Informed Consent, and collecting the data.</p> <p>5. <u>Data Analysis</u>: In this section describe the statistical tests that will be used to address the research hypotheses. Although intimidating, this section forces you to think how you will analyze (or have it analyzed) at the time the proposal is generated rather than after the data are collected. This way, you can avoid wasting time collecting data that are not analysable because they are not in the collected in the correct format.</p> <p>6. <u>Study Limitations</u>: Describe the shortcomings and weakness of your study most likely to impact the internal validity of your study.</p> <p><b>VII. RESULTS</b></p> <p>In this section, you present your findings as clearly as possible. The Results section contains JUST THE FACTS: tables, figures, transcript summaries, and your description of what is noteworthy and important about these. Begin with a description of the sample. Simple demographics can be presented in tabular form. Follow with presenting your findings in terms of the research questions/hypotheses tested.</p> <p><b>VIII. DISCUSSION</b></p> <p>This section typically contains:</p> <ul style="list-style-type: none"> <li>• An overview of significant findings</li> <li>• A consideration of the finding in light of previous research</li> <li>• A careful examination of findings that fail to support your hypotheses</li> <li>• Limitations of the study that may affect the generalizability of the results</li> <li>• Recommendations for further research</li> <li>• Implications of study for professional practice</li> </ul> <p><b>IX. REFERENCES</b></p> <p>Students must cite all studies referred to in the proposal, using the APA citation method</p>	
<p><b>B-5]</b></p>	<p><b>Evaluation Pattern:</b>  Total Marks: 150  Formative  Assessment:  50  Marks  Summative</p> <p style="text-align: center;">43 / 58</p>	

Assessment:  
50  
Marks

**1] Formative Assessment Weightage 50 marks**

1. Project Proposal
2. Three Progress Reports
3. Final Research Project Report
4. Pre- submission Presentation
  - a) Research Project Objectives, Research Question and Hypotheses
  - b) Introduction and literature Review
  - c) Methodology
  - d) Quality of Analysis and Research, discussion and findings
  - e) Documentation and Reporting
  - f) References
  - g) Reflection

**2] Summative Assessment Weightage 50 marks**

1. There shall be a panel of 2 examiners for the Final Viva-Voce
2. University shall nominate External Examiners
3. Director shall nominate Internal Examiners
4. Presentation by each student along with a spiral bound report is mandatory
5. Students will deliver a presentation of 15 minutes about their OJT project.
6. Weightages for summative assessment shall be as follows
  - a) Presentation  
– 05 marks
  - b) Viva-Voce  
– 20 marks
  - c) Report  
– 15 marks
  - d) Ability to connect with the theoretical & conceptual frame work  
– 10 marks

**The Internal & the External viva-voce shall evaluate the candidate based on:**

1. Adequacy of work undertaken by the student
2. Application of concepts learned in Sem I, II and III
3. Analytical capabilities
4. Technical Writing & Documentation Skills
5. Outcome of the project – sense of purpose
6. Utility of the project to the organization
7. Variety and relevance of learning experience

**Presentation could be through any of the enlisted formats** (this is an indicative list and innovative formats if any beyond this list may be adopted) -

1. Traditional Slide Deck Presentation
2. Infographics
3. Video presentation
4. Paper presentation
5. Poster presentation
6. Webinar or online presentation
7. TED-style presentation

	Storytelling Presentation etc.	
	<b>Total</b>	<b>12</b>

<b>Program</b>	<b>MBA (FM)</b>			<b>Semester: IV</b>			
<b>Course</b>	<b>Behavioral Finance</b>			<b>Course Code</b>	<b>MB25SEF-405</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO405.1	REMEMBERING	<b>Identify</b> concepts of behavioral finance, including cognitive biases, emotions, heuristics, and investor psychology.
CO405.2	UNDERSTANDING	<b>Explain</b> how psychological factors influence individual and group financial decision-making and market behavior.
CO405.3	APPLYING	<b>Describe</b> major behavioral finance theories such as Prospect Theory, Mental Accounting, Overconfidence, Herding, and Loss Aversion.
CO405.4	ANALYSING	<b>Apply</b> behavioral finance concepts to real-world investment decisions, financial planning, and market scenarios.
CO405.5	EVALUATING	<b>Analyze</b> investor behavior, market anomalies, and financial bubbles through behavioral finance perspectives.
CO405.6	CREATING	<b>Develop</b> investment strategies and decision-making frameworks that incorporate behavioral insights to reduce biases and improve financial outcomes.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Introduction to Behavioral Finance</b> - Evolution & scope of behavioral finance, Traditional vs. behavioral finance, Psychology vs. rational finance, Role of emotions & cognition in financial decisions, Utility Theory vs. Prospect Theory (Kahneman & Tversky), Bounded rationality & behavioral decision theory	<b>(7+2)</b>
<b>II</b>	<b>Behavioral Biases &amp; Heuristics</b> - Cognitive biases, Overconfidence, Over & Under-reaction, Anchoring, Confirmation Bias, Mental Accounting, Framing, Representativeness, Emotional biases, Loss aversion, Endowment effect, Fear, Greed, Regret theory, Heuristics, Availability heuristic, Representativeness heuristic, Case studies on investor errors & biases	<b>(7+2)</b>
<b>III</b>	<b>Investor Psychology &amp; Market Behavior</b> - Individual investor psychology, Personality types & investment behavior, Behavioral portfolio theory, Herding behavior & group psychology, Market anomalies explained by behavioral finance, Bubbles & crashes, Calendar effects, Overreaction & momentum, Behavioral explanation of EMH deviations	<b>(7+2)</b>
<b>IV</b>	<b>Behavioral Corporate Finance</b> - Managerial biases in decision making, Behavioral factors in: Capital structure decisions, Dividend decisions, Mergers & acquisitions, CEO overconfidence & corporate decisions, Corporate governance & psychological aspects	<b>(7+2)</b>

<b>V</b>	<b>Behavioral Finance Applications &amp; Strategies</b> - Behavioral financial planning, Investor profiling & risk tolerance analysis, Nudging & choice architecture (Thaler), Behavioral investment strategies, Reducing biases in investing, Rules-based decision-making, Fintech, AI-driven behavioral insights, Ethical considerations in behavioral finance	<b>(7+2)</b>
	<b>Total</b>	<b>45</b>

**Suggested Text Books**

1. Shefrin H. – *Behavioral Finance*
2. Kahneman D. – *Thinking, Fast and Slow*
3. Thaler R. & Sunstein C. – *Nudge*
4. Ricciardi & Simon – *Investor Behavior*
5. Barberis & Thaler – *A Survey of Behavioral Finance (Journal Reading)*
6. Behavioral Finance and Wealth Management — Michael M. Pompian

**Reference Books**

1. Behavioral Finance — Edwin J. Elton, Martin J. Gruber, Stephen J. Brown & William N. Goetzmann
2. Beyond Greed and Fear — Hersh Shefrin
3. Behavioral Finance: Psychology, Decision-Making, and Markets — Lucy F. Ackert & Richard Deaves
4. Irrational Exuberance — Robert J. Shiller
5. Misbehaving: The Making of Behavioral Economics — Richard H. Thaler
6. Animal Spirits — George A. Akerlof & Robert J. Shiller
7. Behavioral Finance and Investor Psychology — Nofsinger

**Suggested Online Link:**

1. <https://corporatefinanceinstitute.com/resources/career-map/sell-side/capital-markets/behavioral-finance/>
2. <https://www.accaglobal.com/in/en/student/exam-support-resources/fundamentals-exams-study-resources/f9/technical-articles/behavioural-finance.html>
3. <https://www.morganstanley.com/cs/pdf/619598-3174306-MSVA-Behavioral-Guide-r7.pdf>

<b>Program</b>	<b>MBA (FM)</b>			<b>Semester: IV</b>			
<b>Course</b>	<b>Business Valuation</b>			<b>Course Code</b>	<b>MB25SEF-406</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO406.1	REMEMBERING	<b>Identify</b> concepts, valuation terminology, and types of business valuation approaches.
CO406.2	UNDERSTANDING	<b>Explain</b> the principles of business valuation and the factors influencing enterprise value, including industry, economic, and financial drivers.
CO406.3	APPLYING	<b>Describe</b> various valuation methods such as asset-based, income-based, market-based approaches and discounted cash flow (DCF) techniques.
CO406.4	ANALYSING	<b>Apply</b> appropriate valuation models to estimate the value of businesses, equity, goodwill, and intangible assets.
CO406.5	EVALUATING	<b>Analyze</b> financial statements, cash flows, and market data to assess business worth and validate valuation assumptions.
CO406.6	CREATING	<b>Develop</b> comprehensive valuation reports and strategic recommendations for mergers, acquisitions, and investment decisions.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Introduction to Valuation</b> - Purpose and principles of valuation, Types of business valuation (going concern, liquidation, asset-based), Legal and regulatory framework (Companies Act, SEBI, IFRS), Role of valuation in investment banking, PE/VC, and corporate finance, <b>Case Discussion:</b> Why valuations differ for the same company	<b>(7+2)</b>
<b>II</b>	<b>Discounted Cash Flow (DCF) Valuation</b> - Forecasting free cash flows (FCFF & FCFE), Estimating terminal value, Calculating discount rates (WACC, cost of equity), Sensitivity and scenario analysis, Advantages and limitations of DCF, <b>Hands-on:</b> DCF model development in Excel for a listed firm	<b>(7+2)</b>
<b>III</b>	<b>Relative Valuation and Market Multiples</b> - Comparable company analysis (CCA), Precedent transactions method, Common multiples: P/E, EV/EBITDA, EV/Sales, P/BV, Industry-specific multiples and their application, Adjustments and benchmarking, <b>Exercise:</b> Peer comparison using real market data	<b>(7+2)</b>
<b>IV</b>	<b>Special Valuation Situations</b> - Start-up valuation and VC methods, Valuing distressed companies and restructuring scenarios, Valuation in M&A, buybacks, and divestitures, Valuation for ESOPs, IPOs, and fairness opinions, Impact of intangibles and synergies, <b>Case Study:</b> Valuation of a tech start-up using VC approach	<b>(7+2)</b>

<b>V</b>	<b>Advanced Topics and Valuation Standards</b> - Real options valuation, Valuation under uncertainty (Monte Carlo simulation basics), Behavioral biases in valuation, Valuation standards: ICAI, IVS, and international practices, Ethics and governance in valuation, <b>Debate:</b> Are market valuations rational	<b>(7+2)</b>
	<b>Total</b>	<b>45</b>

### Suggested Text Books

1. *Investment Valuation* by Aswath Damodaran
2. *Valuation: Measuring and Managing the Value of Companies* by McKinsey & Company
3. *Corporate Finance* by Jonathan Berk and Peter DeMarzo
4. ICAI Valuation Standards, SEBI Regulations, and RBI Circulars
5. Research articles and working papers (Harvard, NBER, SSRN)
6. *Investment Valuation* — Aswath Damodaran
7. *Damodaran on Valuation* — Aswath Damodaran

### Suggested Reference Books

1. *Valuation: Measuring and Managing the Value of Companies* — McKinsey & Company (Koller, Goedhart & Wessels)
2. *Business Valuation and Financial Statement Analysis* — Gary Trugman
3. *The Little Book of Valuation* — Aswath Damodaran
4. *Equity Asset Valuation* — Jerald E. Pinto, Elaine Henry, Thomas R. Robinson & John D. Stowe
5. *Business Valuation: An Integrated Theory* — Z. Christopher Mercer & Travis W. Harms
6. *Valuation for M&A* — Kenneth R. Smith & G. Bennett Stewart
7. *Financial Valuation: Applications and Models* — James R. Hitchner
8. *Corporate Valuation and Analysis* — Prasanna Chandra
9. *Investment Valuation* — Aswath Damodaran

### Suggested Online Link:

1. <https://www.accaglobal.com/in/en/student/exam-support-resources/professional-exams-study-resources/p4/technical-articles/business-valuations.html>
2. [https://www.icsi.edu/media/webmodules/FINAL\\_VALUATION\\_BOOK\\_FOR\\_UPLOADING\\_FEB\\_5.pdf](https://www.icsi.edu/media/webmodules/FINAL_VALUATION_BOOK_FOR_UPLOADING_FEB_5.pdf)
3. <https://corporatefinanceinstitute.com/resources/valuation/valuation/>

<b>Program</b>	<b>MBA (FM)</b>			<b>Semester: IV</b>			
<b>Course</b>	<b>Technical Analysis of Financial Markets</b>			<b>Course Code</b>	<b>MB25SEF-407</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO407.1	REMEMBERING	<b>Identify</b> concepts, tools, and terminology used in technical analysis and market charting.
CO407.2	UNDERSTANDING	<b>Explain</b> the principles of price trends, chart patterns, market indicators, and the psychology behind market movements.
CO407.3	APPLYING	<b>Describe</b> different types of charts, oscillators, moving averages, candlestick patterns, and volume analyses.
CO407.4	ANALYSING	<b>Apply</b> technical indicators, chart patterns, and trading systems to analyze financial markets and make trading decisions.
CO407.5	EVALUATING	<b>Analyze</b> price movements, trend reversals, and market signals to assess risk and identify profitable entry–exit points.
CO407.6	CREATING	<b>Develop</b> customized trading strategies and technical models for investment and trading decisions using tools and software.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Introduction to Technical Analysis</b> - Principles and assumptions of technical analysis, Difference between technical and fundamental analysis, Efficient Market Hypothesis vs. technical analysis, Dow Theory and market phases, Price-volume relationships, <i>Case</i> : Contrasting technical and fundamental views on Nifty 50	<b>(7+2)</b>
<b>II</b>	<b>Chart Types and Patterns</b> - Candlestick, bar, and line charts, Trendlines and support-resistance zones, Continuation and reversal patterns: Head & Shoulders, Triangles, Flags, Double Tops/Bottoms, Gap analysis and price projection methods, Charting tools and software (TradingView, MetaTrader,), <i>Practice</i> : Chart pattern identification on NSE-listed stocks	<b>(7+2)</b>
<b>III</b>	<b>Chart Types and Patterns</b> - Candlestick, bar, and line charts, Trendlines and support-resistance zones, Continuation and reversal patterns: Head & Shoulders, Triangles, Flags, Double Tops/Bottoms, Gap analysis and price projection methods, Charting tools and software (TradingView, MetaTrader,), <i>Practice</i> : Chart pattern identification on NSE-listed stocks	<b>(7+2)</b>
<b>IV</b>	<b>Trading Systems and Strategy Development</b> - Designing trading systems and rules, Position sizing and risk management, Backtesting and simulation, Trading psychology and behavioral aspects, Intraday vs. swing trading techniques, <i>Case Study</i> : Creating a rule-based trading system for index futures	<b>(7+2)</b>

<b>V</b>	<b>Technical Analysis in Practice</b> - Application in equities, forex, commodities, and crypto, Combining technical and sentiment analysis, Integration with algorithmic trading platforms, Limitations and ethical issues in trading strategies, Regulatory insights: SEBI, NSE regulations for retail traders, <i>Capstone</i> : Group project on technical analysis of a sectoral index	<b>(7+2)</b>
	<b>TOTAL</b>	<b>45</b>

**Suggested Text Books**

1. Technical Analysis of the Financial Markets – John J. Murphy
2. Encyclopedia of Chart Patterns – Thomas Bulkowski
3. Technical Analysis Explained – Martin J. Pring
4. NSE Certified Market Technician (NSE Academy Modules)
5. Live data analysis using Bloomberg, TradingView, Yahoo Finance
6. Technical Analysis of the Financial Markets — John J. Murphy
7. Technical Analysis Explained — Martin J. Pring

**Suggested Reference Books**

1. Japanese Candlestick Charting Techniques — Steve Nison
2. Technical Analysis Using Multiple Timeframes — Brian Shannon
3. Encyclopedia of Chart Patterns — Thomas N. Bulkowski
4. Trading for a Living — Dr. Alexander Elder
5. New Trading Systems and Methods — Perry J. Kaufman
6. Technical Analysis and Stock Market Profits — R. M. Nagraj
7. The Art and Science of Technical Analysis — Adam Grimes
8. Getting Started in Technical Analysis — Jack D. Schwager

**Suggested Online Link:**

1. [https://www.srcc.edu/sites/default/files/B.Com%28Hons%29\\_IIIyearVIsem\\_FundamentalsofInvestments\\_Week2\\_DrKanuJain.pdf](https://www.srcc.edu/sites/default/files/B.Com%28Hons%29_IIIyearVIsem_FundamentalsofInvestments_Week2_DrKanuJain.pdf)
2. <https://www.investopedia.com/terms/t/technicalanalysis.asp>

<b>Program</b>	<b>MBA (FM)</b>			<b>Semester: IV</b>			
<b>Course</b>	<b>Rural and Micro Finance</b>			<b>Course Code</b>	<b>MB25SEF-408</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 408.1	REMEMBERING	<b>Identify</b> concepts, institutions, and programs related to rural finance and microfinance systems in India and globally.
CO 408.2	UNDERSTANDING	<b>Explain</b> the role of rural credit institutions, self-help group (SHG) movement, microfinance delivery models, and government initiatives.
CO 408.3	APPLYING	<b>Describe</b> microfinance products, credit appraisal techniques, and risk management practices in rural financial markets.
CO 408.4	ANALYSING	<b>Apply</b> rural and microfinance models to evaluate credit needs of rural households, micro-entrepreneurs, and SHG groups.
CO 408.5	EVALUATING	<b>Analyze</b> challenges in rural credit delivery, financial inclusion barriers, and performance of microfinance institutions (MFIs).
CO 408.6	CREATING	<b>Develop</b> innovative rural financial solutions and microfinance strategies promoting livelihood development, self-reliance, and sustainable financial inclusion.

**Course Contents**

Unit	Description	Duration [Hrs]
<b>I</b>	<b>Introduction to Rural Finance</b> - Structure of rural financial systems in India, Characteristics and challenges of rural credit, Demand and supply side issues in rural finance, Role of NABARD, RRBs, and Cooperative Banks, History and evolution of rural finance, <b>Case Study:</b> The Grameen Bank Model and its influence on India	(7+2)
<b>II</b>	<b>Fundamentals of Microfinance</b> - Definition and objectives of microfinance, Models of microfinance: SHG-Bank linkage, Joint Liability Group, Grameen model, MFI model, Stakeholders: NGOs, NBFCs, MFIs, donors, regulators, Micro-savings, micro-credit, and micro-insurance, Gender empowerment and social impact, <b>Case Study:</b> Bandhan Bank's transition from MFI to commercial bank	(7+2)
<b>III</b>	<b>Microfinance Institutions (MFIs)</b> - Structure and operations of MFIs, Governance, performance, and sustainability issues, Credit delivery mechanisms and interest rate debates, Risk management in microfinance, Credit scoring and loan appraisal in microfinance, <b>Project:</b> Evaluate the financial viability of a local MFI	(7+2)
<b>IV</b>	<b>Policy, Regulation &amp; Challenges</b> - RBI and NABARD regulations on microfinance, Code of Conduct for MFIs (Sa-Dhan, MFIN), The Microfinance Institutions (Development and Regulation) Bill, Over-indebtedness, defaults, and ethical lending, SHG-Bank linkage: challenges and scaling, <b>Case Discussion:</b> 2010 Andhra Pradesh Microfinance Crisis	(7+2)

V	<b>Innovations and Future Directions</b> - Fintech and digital solutions in rural finance, Mobile banking, e-KYC, BC model, Impact assessment of microfinance programs, financial inclusion strategies, Micro-enterprise development and skill financing, <i>Capstone Project</i> : Design a microfinance-based rural development program	(7+2)
	<b>Total</b>	<b>45</b>

### Suggested Textbooks

1. *The Economics of Microfinance* – Beatriz Armendáriz & Jonathan Morduch
2. *Microfinance in India* – K.G. Karmakar
3. *Inclusive Finance India Report* – ACCESS Development Services
4. NABARD Reports, RBI Guidelines, and Sa-Dhan publications
5. *Rural Banking in India* – M.L. Tandon
6. *Microfinance: Principles and Practices* — Bhagwan D. Chowdhr
7. *Rural Banking and Microfinance* — B. S. Bhatia

### Suggested Reference Books:

1. *Microfinance: Emerging Trends and Challenges* — S. K. Sharma
2. *Microfinance Handbook: An Institutional and Financial Perspective* — Joanna Ledgerwood
3. *Rural Credit and Finance in India* — R. K. Mishra
4. *Microfinance and Financial Inclusion* — Archana Singh
5. *Microfinance for Self-Help Groups* — S. N. Gupta
6. *Financial Inclusion and Microfinance* — Anupam Tiwari
7. *Microfinance and Poverty Alleviation* — David Hulme & Paul Mosley
8. *Microfinance in India: Issues and Challenges* — R. P. S. Malik

### Suggested Online Link:

1. <https://www.shriramfinance.in/articles/business-loan/2025/the-impact-of-microfinance-loans-on-rural-economies>
2. <https://www.ujjivansfb.bank.in/banking-blogs/msme-loan/how-micro-loans-are-driving-rural-development-in-india>
3. <https://www.nabard.org/content1.aspx?id=2799&catid=8&mid=8>

<b>Program</b>	<b>MBA (FM)</b>			<b>Semester: IV</b>			
<b>Course</b>	<b>Corporate Financial Restructuring</b>			<b>Course Code</b>	<b>MB25SEF-409</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO409.1	REMEMBERING	<b>Identify</b> concepts, processes, and regulatory frameworks related to corporate financial restructuring.
CO409.2	UNDERSTANDING	<b>Explain</b> various restructuring strategies such as mergers, acquisitions, takeovers, divestitures, and leveraged buyouts.
CO409.3	APPLYING	<b>Describe</b> insolvency resolution mechanisms, corporate debt restructuring (CDR), and turnaround management practices.
CO409.4	ANALYSING	<b>Apply</b> valuation methods and restructuring techniques to evaluate corporate restructuring proposals and financial rehabilitation plans.
CO409.5	EVALUATING	<b>Analyze</b> financial statements, strategic motives, and performance impacts of restructuring decisions on stakeholders and business continuity.
CO409.6	CREATING	<b>Develop</b> comprehensive restructuring plans and recovery strategies that enhance corporate value, liquidity, and long-term sustainability.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Introduction to Corporate Restructuring</b> - Concept and types of restructuring, Need and objectives of financial restructuring, Legal and regulatory framework: Companies Act, SEBI, IBC, Restructuring versus reorganization versus turnaround, <i>Case Study</i> : Tata Motors restructuring decisions	<b>(7+2)</b>
<b>II</b>	<b>Mergers, Acquisitions &amp; Amalgamations</b> - Strategic rationale and types of M&A, Deal structuring, synergy analysis, and valuation approaches, Swap ratio determination, Due diligence process, Post-merger integration challenges, <i>Case Study</i> : HDFC–HDFC Bank merger	<b>(7+2)</b>
<b>III</b>	<b>Corporate Divestitures, Spin-offs &amp; Sell-offs</b> - Types: spin-offs, carve-outs, equity carve-outs, Rationale for divestiture, Valuation and tax implications, Impact on shareholder value, Disinvestment by government and public sector, <i>Case Study</i> : Reliance Industries and Jio Platforms spin-off	<b>(7+2)</b>
<b>IV</b>	<b>Financial Distress, Bankruptcy &amp; Insolvency</b> - Causes and indicators of financial distress, Turnaround strategies and revival planning, Insolvency and Bankruptcy Code (IBC), 2016, Liquidation vs. restructuring, NCLT, CIRP, and resolution process, <i>Case Study</i> : Jet Airways insolvency resolution.	<b>(7+2)</b>

V	<b>Buybacks, ESOPs, and Capital Restructuring Tools</b> - Share buybacks and treasury shares, Employee Stock Options (ESOPs) and sweat equity, Debt-equity swaps, Leveraged buyouts (LBOs) and management buyouts (MBOs), Regulatory reporting and compliance, <i>Capstone</i> : Designing a restructuring roadmap for a struggling conglomerate	(7+2)
	<b>Total</b>	<b>45</b>

**Suggested Text Books:**

1. *Corporate Restructuring, Mergers and Acquisitions* by Prasad G. Godbole (Vikas Publishing)
2. *Mergers, Acquisitions, and Corporate Restructurings* by Patrick A. Gaughan
3. *Financial Management* by I.M. Pandey
4. SEBI, IBBI, and NCLT guidelines and circulars
5. *Corporate Financial Restructuring* — G. Sudarsana Reddy
6. *Corporate Financial Distress, Restructuring, and Bankruptcy* — Edward I. Altman & Edith Hotchkiss

**Suggested Reference Books**

1. *Corporate Restructuring: Lessons from Experience* — Edward J. Waitzer & William J. Cook
2. *Corporate Restructuring: Techniques, Applications, and Cases* — Donald DePamphilis
3. *Corporate Turnaround Strategies* — Stuart Slatter & David Lovett
4. *Corporate Financial Strategy* — Ruth Bender & Keith Ward
5. *Mergers, Acquisitions, and Corporate Restructuring* — Patrick A. Gaughan
6. *Corporate Restructuring and Governance* — Michael Useem
7. *Strategic Corporate Finance* — Justin Pettit
8. *Financial Restructuring: A Complete Guide* — Paul Pignataro

**Suggested Online Link:**

1. <https://cleartax.in/s/corporate-restructuring>
2. <https://www.portebrown.com/newsblog-archive/corporate-restructuring-strategies>
3. <https://onlinedegrees.scu.edu/media/blog/what-is-corporate-restructuring>

<b>Program</b>	<b>MBA (FM)</b>			<b>Semester: IV</b>			
<b>Course</b>	<b>FINTECH</b>			<b>Course Code</b>	<b>MB25SEF-410</b>		
<b>Credits</b>	<b>Teaching Scheme (Hrs./Week)</b>			<b>Evaluation Scheme and Marks</b>			
	<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>FA</b>		<b>SA</b>	<b>Total</b>
				<b>UT</b>	<b>CA</b>	<b>TH</b>	
<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>50</b>	<b>100</b>

**Course Outcomes:**

After learning the course, the students should be able to:

<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES</b>
CO410.1	REMEMBERING	<b>Identify</b> FinTech concepts, terminology, technologies, and key developments in digital financial services, including payments, blockchain, digital banking, and regulatory frameworks.
CO410.2	UNDERSTANDING	<b>Explain</b> the FinTech ecosystem, business models, and the role of technology in transforming traditional financial services such as banking, payments, lending, insurance, and wealth management.
CO410.3	APPLYING	<b>Describe</b> emerging technologies such as blockchain, artificial intelligence, big data, and cloud computing enable innovation, efficiency, and financial inclusion in the FinTech industry.
CO410.4	ANALYSING	<b>Apply</b> FinTech tools, digital platforms, and analytical techniques to solve practical business problems related to digital payments, credit assessment, risk management, and customer experience.
CO410.5	EVALUATING	<b>Analyze</b> FinTech case studies, market trends, regulatory challenges, and risk factors to evaluate the performance, sustainability, and strategic impact of FinTech solutions.
CO410.6	CREATING	<b>Develop</b> innovative FinTech solutions or business models by integrating financial knowledge, technology, regulatory considerations, and ethical principles.

**Course Contents**

<b>Unit</b>	<b>Description</b>	<b>Duration [Hrs]</b>
<b>I</b>	<b>Introduction to FinTech</b> - Meaning, evolution, and scope of FinTech, Traditional financial services vs FinTech, FinTech ecosystem: banks, startups, regulators, customers, technology providers, Drivers of FinTech growth, FinTech business models, Global and Indian FinTech landscape, Role of FinTech in financial inclusion	<b>(7+2)</b>
<b>II</b>	<b>Digital Payments and Banking Innovations</b> - Digital payment systems: cards, wallets, UPI, QR codes, Mobile banking and neo-banks, Payment gateways and processors, Cross-border payments and remittances, Role of APIs and open banking, Central Bank Digital Currency (CBDC), Security and fraud prevention in digital payments	<b>(7+2)</b>
<b>III</b>	<b>Blockchain, Cryptocurrencies, and Smart Contracts</b> - Basics of blockchain technology, Types of blockchain: public, private, consortium, Cryptocurrencies and tokens, Bitcoin, Ethereum, and altcoins, Smart contracts and decentralized applications (DApps), Use cases of blockchain in finance (payments, clearing, trade finance), Regulatory and ethical issues related to crypto assets	<b>(7+2)</b>
<b>IV</b>	<b>FinTech Applications: Lending, WealthTech, and InsurTech</b> - Digital lending and peer-to-peer (P2P) platforms, Credit scoring using AI and big data, Robo-advisors and digital wealth management, Algorithmic trading and portfolio management, InsurTech: digital insurance platforms and risk assessment, Embedded finance and Buy Now Pay Later (BNPL) models	<b>(7+2)</b>

<b>V</b>	<b>Regulation, Risk Management, and Future of FinTech</b> - Regulatory framework for FinTech (global and Indian perspective), Role of RBI, SEBI, and other regulators, RegTech and compliance automation, Cybersecurity and data privacy in FinTech, Ethical issues and consumer protection, Future trends: AI, Big Data, IoT in finance, FinTech innovation, sustainability, and career opportunities	<b>(7+2)</b>
<b>Total</b>		<b>45</b>

**Suggested Text Books**

1. Chishti, S., & Barberis, J. *The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries*. Wiley
2. King, B. *Bank 4.0: Banking Everywhere, Never at a Bank*. Wiley.
3. Skinner, C. *Digital Bank: Strategies to Launch or Become a Digital Bank*. Wiley.
4. Mohan, D. *FinTech Fundamentals*. Kogan Page.

**Suggested Reference Books**

5. Hilpisch, Y. *Artificial Intelligence in Finance*. O'Reilly.
6. Barberis, J., Arner, D., & Buckley, R. *The RegTech Book*. Wiley.
7. De Filippi, P., & Wright, A. *Blockchain and the Law: The Rule of Code*. Harvard University Press.
8. Chishti, S. et al. *The PayTech Book*. Wiley.

**Suggested Online Link:**

1. <https://www.ibm.com/think/topics/fintech>
2. <https://www.centralbank.ie/consumer-hub/explainers/what-is-fintech-and-how-is-it-changing-financial-products>
3. <https://www.mtu.edu/business/what-is-fintech/>
4. <https://plaid.com/resources/fintech/what-is-fintech/>

