CENTRAL UNIVERSITY OF PUNJAB

Programme Name

Doctor of Philosophy (Ph.D.) in Commerce

Batch: 2026

Department of Financial Administration

School of Management

Programme Graduate Attributes

The graduates will adopt creative thinking and strengthen their problem solving ability. They will get prepared towards adherence to the highest standards of ethical behaviour. They will develop analytical bent of mindand focus towards integration of core concepts and theories with real life business problems.

COURSE STRUCTURE

Ph.D. Coursework in Commerce

Course Code	Course Title	Credit Hours			Cr.
		L	T	P	
MCM.701	Research Methodology	4	0	0	4
MCM.702	Computer Application in Business	1	1	0	2
MCM.751	Research and Publication Ethics	2	0	0	2
MCM.704	Emerging Trends in Business	2	0	0	2
MCM.752	Teaching Assistantship	0	0	2	1
UNI. 753	Curriculum, Pedagogy and Evaluation	1	0	0	1
XXX. ###	Elective Course	4	0	0	4
		14	**1**	**2**	**16**

List of Electives (Students to choose a course from the list of elective courses given below)

Course Code	Course Title	Credit Hours			Cr.
		L	T	P	
MCM.705	Investment Analysis and Portfolio Management	4	0	0	4
MCM.706	International Finance	4	0	0	4
MCM.707	Banking, Insurance and Risk Management	4	0	0	4
MCM.708	Contemporary Issues in Marketing.	4	0	0	4
MCM.709	Contemporary Issues in Organisational Behaviour and Development.	4	0	0	4
MCM.710	Advanced Accounting & Finance	4	0	0	4
MCM.711	Rural Marketing and Consumer Behaviour	4	0	0	4
MCM.712	Financial Technology and Analytics	4	0	0	4
MCM.713	Sustainable Accounting and Reporting Practices	4	0	0	4
MCM.714	Climate Finance	4	0	0	4
MCM.715	Financial Technology	4	0	0	4
MCM.716	Human Resource Management	4	0	0	4
MCM.####	Personal Finance And Well-Being				

Course Name: **RESEARCH METHODOLOGY**

Course Code: **MCM.701**

Course Type: **CORE**

L	T	P	Cr
4	0	0	4
Total Hours: 60			

Course Learning Outcomes (CLOs): After the completion of the course, the scholars will be able to:

CLO 1 Compare and contrast various types of research designs.

CLO 2 Develop insights on data collection tools and methods.

CLO 3 Apply scaling techniques and multivariate tools in business problems.

CLO 4 Draft final research reports.

Units/ Hours	Contents	Mapping with CLO
I 15 Hours	**Introduction to Research**- Meaning, Objectives, types and significance of Research- Research Methods vs. Research Methodology- Business Research: Objectives and Characteristics, Scope, Types and Significance- Qualities of Good Researcher; Research Ethics and Plagiarism Research proposal drafting on applied research problem. **Research Process-** Formulation and Selection of Research Problem- Literature Review- Methods and Reporting, Identifying Variables, Constructing Hypotheses; Conceptualizing a Research Design- Meaning and Types of Research Design	CLO1
II 15 Hours	**Sampling Design-** Sampling Techniques- Probability and Non-Probability, Sample Size and its Determination, Qualities of a good Sample. **Collection and Presentation of Data-** Constructing an Instrument for Data Collection- Methods for Data Collection. Validity and Reliability of Research Instruments- Ethical issues in Data Collection; Processing and Displaying Data.	CLO2
III 20 Hours	**Data Analysis and Interpretation-** Introduction to Qualitative, Quantitative and Mixed methods, Quantitative Methods- Univariate- Averages, Dispersion, Kurtosis and Skewness, Bivariate- Correlation, Regression and Time Series, Multivariate- Principal Component and Factor Analysis, Qualitative Methods- Grounded Theory and Triangulations, Mixed Methods- Convergent Parallel, Explanatory Sequential, Exploratory Sequential and Transformative. **Testing of Hypotheses-** Parametric and Non-Parametric Test, Errors and Level of Significance	CLO3
III 10 Hours	**Report Writing-**Significance, Types and Steps; Referencing and Citation Styles; Writing a Bibliography; Standard forms of writing research paper, policy paper, dissertation/thesis, and project report	CLO4

Transaction Mode: Lecture, Project Method, Seminar, Tutorial, Problem solving, Case analysis.

Suggested Readings

1. Bell E., Harley B. & Bryman A. (2020). Business Research Methods. Oxford Publication.
2. Cooper D.R. (2018). Business Research Methods (12thEd.). McGraw hill. (12/e)
3. Adams J., Khan H.T.A., Raeside R. (2014). Research Methods for Business and Social Science Research (2ndEd.). Sage Publishing.
4. Bajpai N. (2017). Business Research Methods. Pearson.
5. Gupta R.L. and Radhaswamy M. (2017). Advanced Accountancy (Vol. II). Sultan Chand and Sons.

6. Gupta S.L., and Gupta H. (2012). Business Research Methods. Tata McGraw Hill Education.
7. Kothari C. R. and Gaurav Garg (2019), Research Methodology: Methods and Techniques, New Age International Publishers, New Delhi.
8. Kumar R. (2014). Research Methodology: A step by step guide for Beginners (4thEd.). Sage Publishing.
9. Malhotra, N. (2006). Questionnaire design and scale development. In R. Grover, M. Vriens (Eds.) Questionnaire design and scale development (pp. 83-94). SAGE Publications, Inc.,
10. Donald and Cooper (2014), Business Research Methods, The McGraw-Hill, New York.

Web References

https://onlinecourses.swayam2.ac.in/cec20_mg14/preview
https://nptel.ac.in/courses/109/105/109105115/

Course Name: COMPUTER APPLICATION IN BUSINESS
Course Code: MCM.702
Course Type: CORE

L	T	P	Cr
1	1	0	2
Total Hours: 30			

Course Learning Outcomes (CLOs): After the completion of the course, the scholars will be able to:

CLO 1 Learn and use the basic functions of MS-Word.

CLO 2 Use financial functions and analyse the data through Excel.

CLO 3 Learn about the basic operations of SPSS.

CLO 4 Apply multivariate data analysis techniques through SPSS.

Units/ Hours	Contents	Mapping with CLO
I 7 Hours	**Use of MS Word in Business Research**- Creation of Tables, Diagrams, and Graphs, Creation of Equations, Preparing Table of Contents, Endnote, Footnote, Bibliography, AutoSpelling and Grammar check, Use of Thesaurus & Translation facilities, Use of Power Point Presentations in Business Research. Mendeley software in referencing.	CLO1
II 8 Hours	**Use of MS Excel in Business Research-** Data Tabulation & Processing- Data Validation, Creation of Tables, Diagrams, Use of Mathematical, Statistical, Functional and Logical formula for computations, Use of analysis ToolPak.	CLO2
III 7 Hours	**SPSS-I :**Introduction to SPSS: Variable view, data editor, and data entry; Importing data from Excel/CSV and saving output; Defining variables: Names, types, labels, and values; Data manipulation: Recoding variables, computing new variables, and sub-setting data; Handling missing data and merging datasets; Data visualization: Creating charts (bar graphs, histograms, scatterplots).	CLO3
IV 8 Hours	**SPSS-II:** Descriptive Statistics- Central tendency, dispersion, and distribution; Inferential Statistics-Parametric and Non-Parametric tests; Univariate, Bivariate and Multivariate Data Analysis; Factor Analysis (Exploratory/Confirmatory) and Cluster Analysis; Reporting and Presenting Research.	CLO4

Transaction Mode: Lecture, Project Method, Seminar, Tutorial, Problem solving, Case analysis

Suggested Readings:

1. N.K Chadha (2024). Mastering SPSS A Comprehensive guide to data analysis and statistical modeling. The Readers Paradise
2. Devis G.H. (2017). Beginning Microsoft Office 2010. Apress.
3. Parmeswaran R. (2017). Computer Application in Business. S. Chand.
4. Powell S.G., and Baker K.R. (2017). Management Science: The art of Modeling with Spreadsheet. Wiley.
5. Srivastava N. (2010). Computer Application in Management. Dreamtech Press.
6. Burns R.B., and Burns R.A. (2008). Business Research Methods and Statistics using SPSS. Sage Publication.

Web References

https://nptel.ac.in/courses/110/106/110106064/
https://people.umass.edu/evagold/excel.html
https://www.ibm.com/docs/en/SSLVMB_28.0.0/pdf/IBM_SPSS_Statistics_Brief_Guide.pdf

Course Name: **RESEARCH AND PUBLICATION ETHICS**
Course Code: **MCM.751**
Course Type: **CORE**

L	T	P	Cr
2	0	0	2
Total Hours: 30			

Course Learning Outcomes (CLOs): After the completion of the course, the scholars will be able to:

CLO 1 Learn about Philosophy and ethics in research.

CLO 2 Gain insight knowledge on scientific conduct of research.

CLO 3 Know the publication ethics

CLO 4 Understand about Open Access Publishing.

CLO 5 Generate awareness about Publication Misconduct

CLO 6 Analyse the databases & research Metrics

Units/Hours	Contents	Mapping with CLO
I **3 Hours**	**Philosophy & Ethics**: Introduction to Philosophy: Definition, Nature & Scope, Concept, Branches. Ethics: Definition, Moral Philosophy, Nature of Moral Judgements & Reactions	**CLO1**
II **5 Hours**	**Scientific Conduct**: Ethics with regard to science & Research, Intellectual Honesty & Research Integrity, Scientific Misconducts: Falsification, Fabrication & Plagiarism (FFP), Redundant Publications, Duplicate & Overlapping Publications, Salami Slicing, Selective Reporting & Misrepresentation of Data	**CLO2**

III **7 Hours**	**Publication Ethics**: Publication Ethics: Definition, Introduction& Importance, and Best Practices/Standards Setting Initiatives &Guidelines: COPE, WAME etc. Conflicts of Interest, Publication Misconduct: Definition, Concept, Problems that lead to unethical behaviour & vice versa, types. Violation of Publication Ethics, Authorship &Contributor ship, Identification of Publication Misconduct, Complaints & Appeals, and Predatory Publishers & Journals.	**CLO3**
IV **4 Hours**	**Open Access Publishing**: Open Access Publications & Initiatives, SHERPA/Romeo Online Resource to check publisher copyright &self-archiving policies. Software tools to identify predatory publications developed by SPPU, Journal Finder/Journal Suggestion tools viz. JANE, Elsevier Journal Finder, Springer Journal Suggested etc.	**CLO4**
V **4 Hours**	**Publication Misconduct**: Group Discussion (2 Hours): Subject Specific Ethical Issues, FFP, Authorship, Conflicts of Interest, Complaints & Appeals: Examples and Fraud from India & Abroad. Software Tools (2 Hours): Use of Plagiarism Software like Turn tin, Unkind& other Open Source Software tools	**CLO5**
VI **7 Hours**	**Databases & Research Metrics**: Databases (4 hours): Indexing Databases, Citation Databases: Web of Science, Scopus etc. Research Metrics (3 Hours): Impact Factor of Journal as per Journal Citation Report, SNIP, SJR, IPP, Cite Score. Metrics: h-index, g index, i10 index, altmetrics.	**CLO6**

Transaction Mode: Class Room Teaching, Guest Lecture, Group Discussions & Practical Sessions.

Suggested Reading:

1. Loue Sana (2019). Text book of Research Ethics: Theory & Practice. Springer.
2. Bryman &Bell (2018). Business Research Methods. Oxford.

Web References

https://www.kau.edu.sa/files/0013287/subjects/academic-writing-handbookinternational-studgedents-3rd-ed%20 (2).pdf

https://www.routle.com/rsc/downloads/A_Practical_Guide_to_Academic_Writing_for_International_Students-A_Routledge_FreeBook-_FINAL_VERSION_.pdf

Course Name: EMERGING TRENDS IN BUSINESS
Course Code: MCM.704
Course Type: CORE

L	T	P	Cr
2	0	0	2
Total Hours: 30			

Course Learning Outcomes (CLOs): After the completion of the course, the scholars will be able to:

CLO 1 Analyze contemporary developments in accounting, auditing, sustainability reporting, and international taxation practices driven by digital technologies and regulatory changes.

CLO 2 Evaluate emerging trends in digital marketing, customer analytics, omnichannel strategies, and sustainable marketing practices.

CLO 3 Examine recent innovations in finance including FinTech, digital payments, cryptocurrencies, green finance, ESG investing, and data-driven risk management.

CLO 4 Assess contemporary issues in organizational behavior and human resource management related to digital workplaces, AI adoption, employee well-being, and diversity management.

Units/Hours	Contents	Mapping with CLO
I 7 Hours	**Recent developments in Accounting and Taxation** - Cloud Accounting and Real-time Financial Reporting, Artificial Intelligence in Auditing, Forensic Accounting and Fraud Analytics, Sustainability Accounting and ESG disclosures, International Taxation and Digital Tax Frameworks,	CLO1
II 8 Hours	**Recent developments in Marketing** - Digital and Social Media Marketing, Influencer and Content marketing, Customer Analytics and Artificial Intelligence in marketing, Omnichannel Retailing, Sustainable and Green Marketing, and Data Privacy in Digital Marketing.	CLO2
III 8 Hours	**Recent developments in Finance** - FinTech innovations and Digital Payments, Cryptocurrencies and Central Bank Digital Currencies, Green Finance and Climate Finance, ESG investing, Financial Inclusion through digital platforms, and Risk Management using Data Analytics.	CLO3
IV 7 Hours	**Recent developments in OB and HRM** - Digital Workplace and Hybrid Work Models, Gig Economy, Artificial Intelligence in HR practices, Employee Well-being, Organizational Resilience and Change Management, and Diversity, Equity and Inclusion (DEI).	CL04

Transaction Mode: Lecture, Project Method, Seminar, Tutorial, Problem solving, Case analysis

Suggested Readings:

1. El Khoury, Rim & Nasrallah, Nohade (Eds.) (2024). Emerging Trends and Innovation in Business and Finance. Springer Nature (Singapore), 1st Edition.
2. Laudon, Kenneth C. & Laudon, Jane P. (2024). Management Information Systems: Managing the Digital Firm. Pearson, 17th Edition.
3. Kwok, Andrei O. J. & Teh, Pei-Lee (Eds.) (2024). Emerging Technologies in Business: Innovation Strategies for Competitive Advantage. Springer Nature, 1st Edition.
4. Shrivastava, Avinash K. & Rana, Sudhir (Eds.) (2023). Emerging Trends in Decision Sciences and Business Operations. Routledge (Taylor & Francis), 1st Edition.
5. Brigham, Eugene F. & Ehrhardt, Michael C. (2023). Financial Management: Theory and Practice. Cengage Learning, 17th Edition.
6. Dessler, Gary (2023). Human Resource Management. Pearson, 17th Edition.
7. Chaffey, Dave & Ellis-Chadwick, Fiona (2022). Digital Marketing: Strategy, Implementation and Practice. Pearson, 8th Edition.
8. Kotler, Philip, Keller, Kevin Lane, Chernev, Alexander & Brady, Mairead (2022). Marketing Management. Pearson, 16th Edition.
9. Koller, Tim, Goedhart, Marc & Wessels, David (2020). Valuation: Measuring and Managing the Value of Companies. Wiley, 7th Edition.
10. Schaltegger, Stefan, Burritt, Roger & Petersen, Holger (2017). An Introduction to Corporate Environmental Management: Striving for Sustainability. Routledge, 1st Edition.

Web references

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https://onlinecourses.nptel.ac.in/noc26_mg19/preview
https://onlinecourses.swayam2.ac.in/e-learning/preview/imb26_mg141
https://onlinecourses.swayam2.ac.in/e-learning/preview/imb26_mg99
https://onlinecourses.swayam2.ac.in/e-learning/preview/imb26_mg77

Course Name: TEACHING ASSISTANTSHIP
Course Code: MCM.752
Course Type: CORE

L	T	P	Cr
0	0	2	1
Total Hours: 30			

Course Learning Outcomes (CLOs): After the completion of the course, the scholars will be able to:

CLO 1 Familiarize themselves with the pedagogical practices of effective class room delivery and knowledge evaluation system.

CLO 2 Manage large and small classes using appropriate pedagogical techniques for different types of content.

Activities and Evaluation:

- The scholars shall attend Master degree classes of his/her supervisor to observe the various transaction modes that the supervisor follows in the class room delivery or transaction process one period per week.
- The scholars shall be assigned one period per week under the direct supervision of his/her supervisor to teach the Master degree students adopting appropriate teaching strategy(s).
- The scholars shall be involved in examination and evaluation system of the Master degree students such as preparation of questions, conduct of examination and preparation of results under the direction of the supervisor.
- At the end of the semester, the supervisor shall conduct an examination of teaching skills learned by the scholar as per the following **evaluation criteria**:
- The scholars shall be given a topic relevant to the Master degree course of the current semester as his/her specialization to prepare lessons and deliver in the class room before the master degree students for one hour (45 minutes teaching + 15 minutes interaction).
- The scholars shall be evaluated for a total of 50 marks comprising content knowledge (10 marks), explanation and demonstration skills (10 marks), communication skills (10 marks), teaching techniques employed (10 marks), and classroom interactions (10).

Course Name: CURRICULUM, PEDAGOGY AND EVALUATION
Course Code: MCM.753
Course Type: CORE

L	T	P	Cr
1	0	0	1
Total Hours: 15			

Course Learning Outcomes (CLOs): After the completion of the course, the scholars will be able to:

CLO 1 Analyze the principles and bases of curriculum design and development • examine the processes involved in curriculum development.

CLO 2 Develop the skills of adopting innovative pedagogies and conducting students' assessment.

CLO 3 Develop curriculum of a specific course/programme.

Units/Hours	Contents	Mapping with CLO
I **4 Hours**	**Bases and Principles of Curriculum:** Curriculum- Concept and Principles of curriculum development, Foundations of Curriculum Development. Types of Curriculum Designs- Subject centered, learner centered, experience centered and core curriculum. Designing local, national, regional and global specific curriculum. Choice Based Credit System and its implementation	**CLO1**
II **4 Hours**	**Curriculum Development :** Process of Curriculum Development: Formulation of graduate attributes, course/learning outcomes, content selection, organization of content and learning experiences, transaction process. Comparison among Interdisciplinary, multidisciplinary and trans-disciplinary approaches to curriculum	**CLO2**
III **3 Hours**	**Curriculum and Pedagogy:** Conceptual understanding of Pedagogy.Pedagogies: Pedagogy, Cybergogy and Heutagogy with special emphasis on Blended learning, Flipped learning, Dialogue, cooperative and collaborative learning Three e- techniques: Moodle, Edmo do, Google classroom	**CLO3**
IV **3 Hours**	**Learner's Assessment :** Assessment Preparation: Concept, purpose, and principles of preparing objective and subjective questions. Conducting Assessment: Modes of conducting assessment – offline and online; use of ICT in conducting assessments. Evaluation: Formative and Summative assessments, Outcome based assessment, and scoring criteria.	**CLO4**

Transaction Mode : Lecture, dialogue, peer group discussion, workshop

Evaluation criteria: There shall be an end term evaluation of the course for 50 marks for duration of 2 hours. The course coordinator shall conduct the evaluation.

Suggested Readings

1. Allyn, B., Beane, J. A., Conrad, E. P., & Samuel J. A., (1986). *Curriculum Planning and Development*. Boston: Allyn & Bacon.
2. Brady, L. (1995). *Curriculum Development*. Prentice Hall: Delhi. National Council of Educational Research and Training.
3. Deng, Z. (2007). Knowing the subject matter of science curriculum, *Journal of Curriculum Studies*, 39(5), 503-535. https://doi.org/10.1080/00220270701305362
4. Gronlund, N. E. & Linn, R. L. (2003). *Measurement and Assessment in teaching*. Singapore: Pearson Education
5. McNeil, J. D. (1990). *Curriculum: A Comprehensive Introduction*, London: Scott, Foreman/Little
6. Nehru, R. S. S. (2015). *Principles of Curriculum*. New Delhi: APH Publishing Corporation.
7. Oliva, P. F. (2001). *Developing the curriculum* (Fifth Ed.). New York, NY: Longman
8. Stein, J. and Graham, C. (2014). *Essentials for Blended Learning: A Standards-Based Guide*. New York, NY: Routledge.

Web Resources

https://www.westernsydney.edu.au/__data/assets/pdf_file/0004/467095/Fundamentals_of_Blended_Learning.pdf

https://www.uhd.edu/academics/university-college/centers-offices/teaching-learningexcellence/Pages/Principles-of-a-Flipped-Classroom.aspx
http://leerwegdialoog.nl/wp-content/uploads/2018/06/180621-Article-The-BasicPrinciples-of-Dialogue-by-Renate-van-der-Veen-and-Olga-Plokhooij.pdf

Course Name: INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT
Course Code: MCM.705
Course Type: ELECTIVE

L	T	P	Cr
4	0	0	4
Total Hours: 60			

Course Learning Outcomes (CLOs): After the completion of the course, the scholars will be able to:

CLO 1 Analyze the structure, trading mechanisms, risk management practices, and regulatory framework of the Indian securities market.

CLO 2 Evaluate stock valuation techniques and examine the implications of market efficiency theories on investment decisions.

CLO 3 Explain the structure, functioning, performance evaluation, and regulatory aspects of mutual funds and other collective investment vehicles.

CLO 4 Apply portfolio management theories and asset pricing models to construct and assess optimal investment portfolios.

Units/Hours	Contents	Mapping with CLO
I **15 Hours**	**Securities Market in India**: Structure and Development of Indian Security Market, Capital Market- Primary Market and Secondary Market, Trading Mechanism, Types of Trading in Stock Market Stock Exchanges in India, Risk Management- On-Line Monitoring, Off-Line Surveillance Activity, Margin Requirements, Circuit Breakers, Stock Market Regulations, Clearing Corporation.	**CLO1**
II **15 Hours**	**Stock Valuations and Market Efficiency:** Models for Stock Valuation and its Impact on Market Efficiency, Fundamental: Economic, Company and Industry Analysis, Technical Analysis, Equity and Debt instruments and their valuation, Market Efficiency: Weak-Form, Semi-Strong Form, Strong Market Efficiency, Efficient Market: Announcement and Price Return, Event Studies, Market Rationality	**CLO2**
III **15 Hours**	**Collective Investment Vehicles**: Introduction and Structure of Mutual Funds, Classification of Mutual Fund Schemes, Asset Management Companies, Growth of Mutual Funds in India, Investor Protection and Mutual Fund Regulations, ETF's, Venture Capital Funds, SIP's, STP's and SWP's, Analysing Mutual Fund Performance, Mutual Funds and Taxation	**CLO3**
IV **15 Hours**	**Portfolio Management and its Theories**: Introduction of Portfolio Management, Computation of Portfolio Risk and Return, Diversification and Portfolio Risk, Portfolio Selection and Asset Allocation, Capital Asset Pricing Models, Arbitrage Pricing Theory, Measuring Portfolio Performance with Asset Pricing Models, Efficient Frontier and Investors' Optimum Portfolio	**CL04**

Transaction Mode: Lecture, Seminar, Tutorial, Problem solving and Case analysis.

Suggested Reading:

1. Chandra, Prasanna (2024). Investment Analysis and Portfolio Management. McGraw Hill Education (India), 6th Edition
2. Lee, Cheng Few, Lee, Alice C. & Lee, John C. (Eds.) (2024). Handbook of Investment Analysis, Portfolio Management, and Financial Derivatives. World Scientific Publishing, Latest Edition.
3. Reilly, Frank K., Brown, Keith C. & Leeds, Sanford J. (2024). Investment Analysis and Portfolio Management. Cengage Learning, 12th Edition.
4. Mondello, Enzo (2023). Applied Fundamentals in Finance: Portfolio Management and Investments. Springer Nature, 1st Edition
5. Edwin J., Elton, Martin J., Gruber, Stephen J., Brown and William N. (2013). Modern Portfolio Theory and Investment Analysis. Wiley.
6. Ranganathan M, and Mathematic R. (2012). Security Analysis and Portfolio Management. Pearson Education.
7. Reilly F.K. and Brown K.C. (2012). Investment Analysis and Portfolio Management. South-Western Cengage Learning

Web References

https://nptel.ac.in/courses/110/105/110105035/
https://onlinecourses.swayam2.ac.in/imb19_mg09/preview

Course Name: INTERNATIONAL FINANCE
Course Code: MCM.706
Course Type: ELECTIVE

L	T	P	Cr
4	0	0	4
Total Hours: 60			

Course Learning Outcomes (CLOs): After the completion of the course, the scholars will be able to:

CLO 1 Analyze the international financial environment, exchange rate determination, monetary systems, and global economic linkages affecting multinational corporations.

CLO 2 Evaluate foreign exchange markets, derivative instruments, and strategies for managing foreign exchange risk exposures.

CLO 3 Examine international financing sources, multinational capital structure decisions, and foreign investment strategies of multinational corporations.

CLO 4 Apply techniques of multinational capital budgeting, country risk analysis, foreign trade financing, and working capital management in international business operations.

Units/ Hours	Contents	Mapping with CLO
I **15 Hours**	**Environment of International Finance:** Introduction: Multinational Enterprise and Multinational Financial, Management, The Determination of Exchange Rates and Central Bank Intervention, The International Monetary System and European Monetary System, Parity Conditions in International Finance and Currency Forecasting, The Balance of Payments and International Economic Linkages	**CLO1**

II **15 Hours**	**Foreign Exchange, Derivatives Markets and Foreign Exchange Risk Management:** The Foreign Exchange Market, Currency Futures and Options Markets, Swap and Interest Rate Derivatives, Foreign Exchange Risk Management: Measuring and Managing Translation, Transaction and Economic Exposure	**CLO2**
III **15 Hours**	**Financing the Multinational Corporation:** International Financing and the Euromarkets, Cost of Capital for Foreign Investments and Multinational Capital Structure, International Portfolio Investment, Corporate Strategy and Foreign Direct Investment	**CLO3**
IV **15 Hours**	**Foreign Investments Analysis and Multinational Working Capital Management:** Capital Budgeting for the Multinational Corporation, Country Risk Analysis, Financing Foreign Trade, Current Asset Management and Short-Term Financing, Managing the Multinational Financial System	**L04**

Transaction Mode: Lecture, Seminar, Tutorial, Problem solving and Case analysis **Suggested Readings:**

1. Krugman, Paul R., Obstfeld, Maurice & Melitz, Marc J. (2024). *International Finance: Theory and Policy*. Pearson, 12th Edition.
2. Avadhani, V. A. (2023). *International Finance*. Himalaya Publishing House, 8th Edition.
3. Buckley Adrian (2016). Multinational Finance. Prentice Hall of India.
4. Hull, J. C. (2017) Option, Future and Other Derivatives. Prentice Hall of India.
5. Jain P K, Peyrard Josette, and Yadav S S (1999). International Financial Management: Macmillan India Limited.
6. Rajwade A V (2014). Foreign Exchange, International Finance and Risk Management. Academy of Business Studies.

Web References

https://onlinecourses.swayam2.ac.in/e-learning/preview/ini26_mg01

https://onlinecourses.swayam2.ac.in/cec20_mg12/preview

Course Name: **BANKING INSURANCE AND RISK MANAGEMENT**
Course Code: **MCM.707**
Course Type: **ELECTIVE**

L	T	P	Cr
4	0	0	4
Total Hours: 60			

Course Learning Outcomes (CLOs): After the completion of the course, the scholars will be able to:

CLO 1 Understand the legal framework of Banking Sector.

CLO 2 Gain insights on Capital adequacy norms.

CLO 3 Examine the pricing and designing of Insurance services.

CLO 4 Evaluate the risk management in insurance sector.

Units/ Hours	Contents	Mapping with CLO

I **15 Hours**	**Development and Legal Framework of Banking**: Introduction to Indian Banking, Structure and Genesis of the Indian Banking Industry, RBI—The Regulating Authority of Indian Banking, Reforms in the Banking Sector, NonPerforming Assets (NPAs), Basel III—Implications for Indian Banking, Loans and Advances: Priority Sector Lending, Export credit, Project and Working Capital Financing, Grievance Mechanism, Emerging Issues.	**CLO1**
II **15 Hours**	**Banking Capital Management:** Capital Management, Economic Capital, Balance Sheet Management, Regulatory Capital Requirements for Banks, Potential Changes in Capital Regulation, Reserve Adequacy Test, and Materializing diversification Benefits through Capital Structure, Investment of Capital and Balance Sheet Segmentation.	**CLO2**
III **15 Hours**	**Development and Legal Framework of Insurance:** Emerging Trends and New Developments in Insurance Industry, Designing the Insurance Services, Pricing and Promotion of Insurance Services, Internal, External and Interactive Marketing, Policy Servicing and Claims Settlement, Grievance Mechanism of the Indian Insurance Industry, Legal Aspects of Insurance Contract, Control of Malpractices, Negligence Loss Assessment and Loss Control, Exclusion of Perils, Actuaries, Computation of Insurance Premium, Regulatory Framework of Insurance.	**CLO3**
IV **15 Hours**	**Risk Management**: Insurance as a Risk Management: Techniques and Principles, Requirements of an Insurance Contract, Risk Aversion and Risk Management, Risk Management and Shareholders Wealth, Balance sheet management and Regulation, Liquidity Management and Liquidity Gap, Interest Rate Gap, Hedging and Gap Management, Economic Value of Banking Book, Convexity risk in banking,	**CL04**

Transaction Mode: Lecture, Seminar, Tutorial, Problem solving and Case analysis

Suggested Readings:

1. Mohan Prakash N.R., (2016), Banking, Risk and Insurance Management, Vikas Publishing House.
2. Jianping Li., Lu Wei., and Xiaoqian Zhu (2023), Financial Statements-Based Bank Risk Aggregation, Springer.
3. Hubbard R.G. & Brien A.P. (2019). Money, Banking and the Financial System. Pearson Education.
4. Harrington and Neihaus (2017). Risk Management and Insurance. TMG.
5. Bessis, Joel. (2015). Risk Management in Banking. Wiley, Padstow.
6. Loomba, Jatinder. (2014). Risk Management and Insurance Planning. Prentice Hall of India.
7. Mohapatra, S. R., Acharya, D. (2017). Banking and Insurance. Prentice Hall of India.
8. Prakash, N. R. M. (2016). Banking, Risk and Insurance Management. Vikas Publication.
9. Sehti, Jyotsma. Bhatia and Nishwan. (2016). Elements of Banking and Insurance, Prentice Hall of India.
10. Weert. F. D. (2016). Bank and Insurance Capital Management. Wiley.

Web References

https://onlinecourses.swayam2.ac.in/cec20_mg08/preview
https://nptel.ac.in/courses/110/106/110106040/

Course Name: Contemporary Issues in Marketing.

L	T	P	Cr
4	0	0	4

Course Code: MCM.708
Course Type: Elective
Total Hours: 60

Learning Outcome: On the completion of this course, students will be able

CLO1: To analyze the evolution of marketing and its shift towards a societal and ecosystem perspective.

CLO2: To apply advanced marketing theories and digital models to understand consumer behavior.

CLO3: To evaluate consumer behavior in digital and social media environments with ethical considerations.

CLO4: To design marketing strategies focusing on relationships, engagement, and sustainability.

Units/Hours	Contents	Mapping with CLO
I 15 Hours	**Changing Marketing Paradigm & Theoretical Foundations** Marketing as an evolving discipline, Paradigm shifts in marketing, Expanding domain of marketing: Beyond firms to society, platforms, and networks, Marketing systems, macromarketing, and societal impact.	**CLO1**
	Learning Activity: Analyze how marketing has evolved and develop a simple value proposition by considering customers, platforms, and societal impact.	
II 15 Hours	**Advances in Marketing Theory & Digital Transformation** Technology-driven marketing: AI, Big Data, automation Technology Acceptance Model and UTAUT, Elaboration Likelihood Model, Network Theory, and platform-based marketing ecosystems	**CLO2**
	Learning Activity: Analyze a digital platform or brand and explain how it uses AI, data, and technology, and apply theories like TAM, UTAUT, and ELM to understand customer behavior.	
III 15 Hours	**Consumerism, Digital Behaviour & Social Media Marketing** Consumerism: Concept, evolution, and lifecycle theory, Consumer sentiment towards marketing practices, Quality of life, well-being, and life satisfaction, Online consumer behavior and decision-making, Social media marketing & influencer marketing, Parasocial Interaction Theory, Ethical issues: data privacy, digital fatigue, and manipulation	**CLO3**
	Learning Activity: Study a social media influencer and analyze consumer behavior, feelings, and ethical issues like privacy and digital fatigue.	
IV 15 Hours	**Markets, Relationships and Emerging Business Ecosystems** Organizational buying behavior, Relationship marketing in digital platforms and ecosystems, Commitment-Trust Theory, Customer	**CL04**

	engagement, co-creation, and value networks, Platform economy, sharing economy, and gig-based markets, Sustainability, responsible marketing, and ESG integration	
	Learning Activity: Select a brand and analyze how it builds customer relationships, engages users, and incorporates sustainability and ethical practices in the market.	

Transaction Mode: Lecture, Seminar, Brain storming, Case study, News Articles,Simulation-Based Learning, Group Discussion.

Suggested Readings:

1. Baier, D., Decker, R., & Asenova, Y. (2025). Collecting and analyzing user-generated content for decision support in marketing management: an overview of methods and use cases. Schmalenbach Journal of Business Research, 77(3), 419-455.Baker, Michael J. and Susan Hart (2016). The Marketing Book (7th Ed.). Routledge. https://doi.org/10.1007/s41471-025-00208-7.
2. Mogaji, E. (2025). Transformative transport services: leveraging sustainability, inclusivity, and technology through marketing management. Journal of Marketing Management, 41(13-14), 1370-1402. https://doi.org/10.1080/0267257X.2025.2461673.
3. Anwar, R. S., Ahmed, R. R., Streimikiene, D., Ahmed, R., & Streimikis, J. (2026). Sustainability assessment criteria for green marketing practices. Corporate Social Responsibility and Environmental Management, 33(2), 1633-1655.Hailes, Julia (2007). The New Green Consumer Guide. Simon & Schuster. https://doi.org/10.1002/csr.70251.
4. Etzel, Michael J., Bruce Walker and William J. Stanton (2017). Fundamentals of Marketing (11thEd.) McGraw Hill.
5. Kotler Philip and Kevin Keller (2017). Marketing Management (13thEd.). Pearson Prentice.
6. Ram swami V. S. and Namakumari S. (2018). Marketing Management. Sage Publication Indian Pvt. Ltd.
7. Sexsena and Rajan (2009) Marketing Management. McGraw-Hill Education.
8. Sherlekar S.A. and Krishnamurthy R. (2017). Marketing Management. Himalaya Publishing House.

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Course Name: Contemporary Issues in Organisational Behaviour and Development

Course Code: MCM.709
Course Type: Elective
Total Hours: 60

L	T	P	Cr
4	0	0	4

Learning Outcome: On the completion of this course, students will be able

CLO1: To understand the functioning of the organisational structure. CLO2: To gain insights on power and politics in organisations.

CLO3: To examine the dynamics of change in organisations.

CLO4: To learn the factors affecting organisational culture.

Units/Hours	**Contents**	**Mapping with CLO**
I **15 Hours**	**Organisational System and Structure** Organisations as social system, the changing context of organisational environment interface, organisation as open system, design and structure of organisation.	**CLO1**
II **15 Hours**	**Leadership, Power and politics in Organisations** Role of leader in the organisation, approaches to leadership, nurturing Leadership for future organisations: Management of organisational pressure- Internal and External Power and politics in the organisation, concept and bases of power, role of organisational politics in it functioning	**CLO2**
III **15 Hours**	**Change Cross culture perspectives in Organisations** The dynamic of change in organisations, dealing with resistance to change, organisational interventions to manage changeImpact of workforce demography on the organisations, organisational responses towards managing workplace diversity; cross-cultural differences in organisational practices: Asia, Africa, Middle-East and Europe	**CLO3**
IV **15 Hours**	**Organisational Culture and Effectiveness** Organisational culture and climate, deciphering cultural codes; Person-organisation fit, enhancing effectiveness or organisational practices, data analytical and technology	**CL04**

Transaction Mode: Lecture, Seminar, Brain storming, Case study, News, Articles and Mock Interview.

Suggested Readings:

1. Neharika Vohra Stephen P. Robbins, Timothy A. Judge (2022). Organizational Behavior (18e). Pearson Education
2. Luthans, & Doh (2020) International Management: Culture, Strategy and Behaviour. McGraw Hill.
3. McShane S. & Glinow M. V. (2018). OrganizationalBehaviour. McGraw Hill.
4. Aswathappa, K. (2017). OrganizationBehaviour, Himalaya Publishing House.
5. Mullins L. J. (2016). Management and Organizationalbehavior. Pearson.
6. Wilson F.M. (2016). OrganizationalBehavior and Work. Oxford University Press.
7. Robbins; S.P. (2016) OrganizationalBehavior. Prentice Hall of India Pvt. Ltd.
8. Singh, K. (2017). Organizational Behavior: Text and Cases. Pearson.

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https://pressbooks.usnh.edu/mgmt805/chapter/contemporary-issues/

Course Name: Advanced Accounting and Finance
Course Code: MCM.710
Course Type: Elective

L	T	P	Credit
4	0	0	4

Total Hours: 60

Learning Outcomes: On the completion of this course, students will be able

CLO1:To develop an understanding about convergence of accounting standards with IFRS.

CLO2: To examine development in accounting and emerging areas.

CLO3: To apply techniques of Corporate Finance in decision making.

CLO4: To gain insights about various concepts and practices of corporate finance.

Units/Hours	Contents	Mapping with CLO
I **15 Hours**	**Accounting Standards in India and its Transition :** Notes on Accounting Aspects, Issued and Process of Standard Setting, Accounting Concepts and Conventions, GAAP, Development of Accounting Standards and Its Impact on Financial Statements, Accounting Standards in India and around the world, Comparative study of basic concepts of international accounting standards, IFRS- Implementation and challenges in India, Adoption of IFRS worldwide and in India, Harmonization and Transition of Indian Accounting Standards to IFRS.	**CLO1**
II **15 Hours**	**Development in Accounting and Emerging Areas**: Corporate Social Accounting, Human Resource Accounting, Accounting for Intangible Assets, Accounting for financial Instruments, Environmental Accounting, Inflation Accounting, Forensic Accounting including Techniques of Fraud Detection and Prevention, Green Accounting, Cloud Accounting, Creative Accounting, Accounting for Multinational operations, Accounting for Governmental and Non-Profit Organization.	**CLO2**
III **15 Hours**	**Corporate Financial Reporting and Restructuring**: Various Approaches to Corporate Valuation, Restructuring- Merger, Acquisition and Divestment, Leveraged Buy-outs (LBOs), Spin-off, Shareholders' Value Creation, Pecking Order and Effect Asymmetric information. Problems of the published financial statement, Financial Statement Analysis, interpretation & Reporting, Methods of Financial Statement Analysis: Financial reporting including Interim reporting, Segment Reporting, Reporting in respect of Institutions like Mutual Funds, Banking & Non-banking Companies, Merchant Bankers, Activity Based Costing, Value Chain Analysis, Quality Costing, Target Costing.	**CLO3**

IV **15 Hours**	**Corporate Financial Attributes and its Determination**: Capital Structure and its Theories, Operating, Financial and Combined leverage. Cost of Capital, Specific Cost of Capital, Weighted Average Cost of Capital and Marginal Cost of Capital, Capital Budgeting: Methods of Evaluation. Dividend Policies: Issues in dividend decisions. Corporate Dividend Behaviour in Practice, Working Capital and its management including Cash, Inventory and Receivable Management, Crowd Funding.	**CL04**

Transaction Mode: Lecture, Seminar, Tutorial, Problem solving, Case study.

Suggested Reading:

1. Carl S. Warren, Jefferson P. Jones & William Tayler (2025) Financial & Managerial Accounting (16th ed.). Cengage
2. Richard A. Brealey, Stewart C. Myers, Franklin Allen & Alex Edmans (2025). McGraw Hill.
3. ISBN: 9781265087586.
4. Jeter, Debra C., & Chaney, Paul K. (2022) Advanced Accounting. 8th Edition. Wiley.
5. Bhole, L. M., & Mahakud, Jitendra (2022) Financial Institutions and Markets. 6th Edition. McGraw-Hill Education.
6. Mishkin, Frederic S., & Eakins, Stanley G. (2021) Financial Markets and Institutions. 9th Edition. Pearson Education.
7. Atrill P., and McLane E. (2014). Accounting and Finance: An Introduction. Pearson Education.
8. Berk J., DeMarzo P. (2017). Fundamental of Corporate Finance. Pearson.
9. Grow Thorpe C. (2003). Business Accounting and Finance. Southwestern Cengage Learning.
10. Westfield R., and Jordon J. (2016). Corporate Finance. McGraw Hill.

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Course Name: Rural Marketing and Consumer Behaviour

Course Code: MCM.711

Course Type: Elective

L	T	P	Cr
4	0	0	4

Total Hours: 60

Learning Outcomes: On the completion of this course, students will be able

CLO1: To analyze the nature, characteristics, and consumer behavior in rural markets.
CLO2: To apply research techniques and segmentation approaches in rural marketing contexts.
CLO3: To evaluate the impact of cultural and social factors on rural consumer behavior.
CLO4: To examine individual determinants influencing rural buying behavior and their marketing implications.

Units/Hours	Contents	Mapping with CLO

I **16 Hours**	**Concepts of Rural Marketing**: Conceptual Framework, Nature & Characteristics of Rural Market. Challenges & Opportunities, An Overview of Indian Rural Market, Rural Marketing Model, Rural Marketing Environment, Rural Consumer Behaviour, Characteristics of Rural Consumer, Consumer Behaviour Roles, Factors influencing Purchase of Products in Rural Market.	**CLO1**
	Learning Activities: Designing Marketing Mix for Durable Products in Rural Markets.	
II **14 Hours**	**Rural Marketing Research**: Process of Research in Rural Markets, Sources and Methods of Data Collection, Data Collection Approaches in Rural Markets, Segmenting, Targeting and Positioning, Conditions for Effective Market Segmentation, Approaches for Segmenting the Rural Market, Rural Market Segmentation Tools	**CLO2**
	Learning Activities: Preparing list of major factors affecting purchase of insurance services in rural areas.	
III **15 Hours**	**Environmental influences on rural consumer behaviour**: Cultural influences Sub-cultures, Cross-cultural Influences Social class, social class classification - Cultural Differences in Non-verbal Communications reference groups influences - Group Norms and Behaviour, Family Life Cycle Stages. Consumer Socialization Opinion leadership and the diffusion of innovation Marketing implications of these influences. Opinion Leadership.	**CLO3**
	Learning Activities: Drafting product strategies for soft drink brands in rural markets.	
IV **15 Hours**	**Individual determinants and rural buying behaviour**: The individual consumer and buying behaviour and marketing implications Consumer perceptions, learning, attitudes, motivation and personality psychographics, values and lifestyles. Self-Concept, Needs & Brand Choice. VALS and grouping consumers, Rural marketing for luxury fashion brands, Learning, Memory, Communication Applications and Behaviour Modification.	**CL04**
	Learning Activities: Drafting distribution strategies for Laptop brands, Designing Integrated Marketing Communication (IMC) campaigns for Mobile Phone Brands in rural markets.	

Transaction Mode: Lecture, Seminar, Case Study, Research Papers & Supervised Dissertations,Simulation- Based Learning, Group Discussion.

Suggested Readings:

1. Kumar, S., & Saha, S. (2026). Transforming the rural banking system into a digital Village Bank model: a global analysis of opportunities, challenges and governance. *EDPACS*, *71*(2), 62-94.
2. Pradeep Kashyap & Siddhartha Raut (2015). The Rural Marketing. Biztantra.
3. *Krishnamacharyulu & Lalitha Ramakrishnan S. G. (2012). Rural Marketing: Text and Cases. Pearson India.*
4. Bedi, R.V. Bedi, N.V. (2010). Rural Marketing. Himalaya Publishing.
5. Schiffman and Kanuk (2019). Consumer Behaviour. Pearson Education Asia.
6. Hawkins, Best & Coney (2010). Consumer Behaviour. Tata McGraw Hill.
7. Loudon and Della Bitta (2010). Consumer Behaviour: Concepts and Applications. Tata McGraw Hill.

8. Henry Assael (2010). Consumer Behavior and Marketing Action. Kent Publishing Co.

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https://onlinecourses.swayam2.ac.in/imb19_mg20/preview

L	T	P	Cr
4	0	0	4

Course Name: Financial Technology and Analytics

Course Code: MCM.712

Course Type: Elective

Total Hours: 60

Learning Outcomes: On the completion of this course, students will be able

CLO1: To compare and contrast various theories in finance

CLO2: To manage bank back office activities

CLO3: To compare and contrast various Interbank Payment System

CLO4: To gain insights about Business Analytics.

Units/Hours	**Contents**	**Mapping with CLO**
I 15 Hours	**Introduction of Finance and Technology**: Conventional Finance, Prospect Theory and Market Efficiency: Traditional versus behavioural finance, neoclassical economics, expected utility theory, risk attitude, Allais paradox, asset pricing, the pricing of risk, market efficiency, agency theory, prospect theory and extensions, framing, and mental accounting, challenges to market efficiency, some key anomalies, noise trading and limits to arbitrage.	CLO1
II 15 Hours	**Back Office Operations**: Bank back office management – Inter branch reconciliation – Treasury Management – Forex Operations – Risk Management – Data centre Management – Network Management – Knowledge Management (MIS/DSS/EIS) – Customer Relationships Management (CRM).	CLO2
III 15 Hours	**Interbank**: Payment System – INFINET Interface with Payment system Network – Structured Financial Messaging system – Electronic Fund transfer – RTGSS – Negotiated Dealing Systems & Securities Settlement Systems – Electronic Money – E Cheques- FinTech in Payment Industry and Fintech in Wealth Management Industry.	CLO3

IV 15 Hours	**Introduction to Financial Analytics:** Financial Analytics, Scope of Business Analytics, Data for Business Analytics, An overview of Big Data and Cloud computing, Models in Business Analytics, Problem Solving with Analytics; Applications and Challenges in Business Analytics – Marketing and Financial Analytics.	CL04

Transaction Mode: Lecture, Project Method, Seminar, Problem solving and Case study, Data sets.

Suggested Readings:

1. Jyoti Batra Arora, Nitish Pathak & Neelam Sharma (Eds.) (2025) Advanced Digital Technologies in Financial and Business Management: Unleashing the Power of Artificial Intelligence, Machine Learning, Blockchain, and the Internet of Things. Apple Academic Press / Taylor & Francis
2. Zetzsche, Dirk A., Arner, Douglas W., Buckley, Ross P. (2023) FinTech. Cambridge University Press.
3. Turi, Abeba N. (Ed.) (2024) Financial Technologies and DeFi: A Revisit to the Digital Finance Revolution. Springer.
4. Hubbard R.G. & Brien A.P. (2019). Money, Banking and the Financial System. Pearson Education.
5. Kaptan SS & Choubey NS. (2013). E-Indian Banking in Electronic Era. Sarup & Sons.
6. James Evans, Business Analytics, Pearson Publication, 2017
7. Gert H. N. Laursen (2010) Business Analytics for Managers: Taking Business Intelligence beyond Reporting. John Wiley & Sons...
8. Jeanne G. Harris and Thomas H. (2007). Davenport, Competing on Analytics: The New Science of Winning. Harvard Business School Press.
9. Christian Albrights and Wayne L. Winston (2014) Business Analytics: Data Analysis and Decision Making. South-Western College Publishing.

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Course Name: Sustainable Accounting and Reporting.

Course Code: MCM.713

Course Type: Elective Course

Total Hours: 60

L	T	P	Cr
4	0	0	4

Learning Outcomes: On the completion of this course, students will be able to:

CLO1: Gain ability to describe the history, need and benefits of sustainability reporting by firms.

CLO2: Monitor & Measure sustainability performance.

CLO3: Prepare sustainability reports in accordance with various guidelines, standards, and frameworks.

CLO4: Handle complex challenges in measuring sustainability and its reporting.

Units/Hours	**Contents**	**Mapping with CLO**
I **12 Hours**	**Sustainability Accounting:** Meaning, Concept, Objectives, Scope, Importance, – Strategic goals, Sustainable activities, Status of performance and Benefit; Corporate Social Responsibility, Corporate Sustainability Reporting Framework, Legal Framework, Conventions, Treaties on Environmental and Social Aspects, Triple Bottom Line and Principle of Sustainable Accounting.	**CLO1**

II **16 Hours**	**Monitoring and Measuring Sustainability Performance:** Establishing a sustainability management framework based on policy, system and procedures. Measuring, monitoring and improving sustainability performance indicators. **Models /Approaches to measure Business Sustainability:** Altman Z-Score Model, Risk Adjusted Return on Capital, Economic Value Added (EVA), Market Value Added (MVA), Sustainable Value-Added Approach.	**CLO2**
III **16 Hours**	**Sustainability related management standards and Indices:** GRI Standards, Framework: disclosure requirements, Performance Indicators [Economic, Environmental, Labour Practices, Human Rights, Society, Product Responsibility] UN Global compact; OECD guidelines for Multinational Enterprises; The CERES Principles; Social Accountability 8000; Ethical Trading Initiative's Base Code; ICC OECD principles of Corporate Governance, ISO9001 Quality Management Standard; ISO 14001 Environmental Management System Standard; ISO 26000, Social responsibility Guidance Standard; OHSAS 18001; SIGMA Management Framework; AS8000-8004; IFC Social and Environmental Management System; SA8000; ISO27000 and 28000 Security management System Standards; ISO 50001 Energy Management System; Dow Jones Sustainability Index; FTSE4Good Indices; Domini Social Index; Ethibel Sustainability Index; BSE Greenex.	**CLO3**
IV **16 Hours**	**Sustainability Reporting in India:** Role of Regulator, Institutional Framework, Stakeholder Engagement, Future of Sustainability Reporting, National Voluntary Guidelines, SEBI Guidelines, Sustainability Reporting Practices by Corporate Sector, Current and Future Trends in India. **Planning a Sustainability Report:** Analysis and Research; Prerequisites of a sustainability Report, structure of a sustainability Report, The concept of sustainability Indicators, stakeholder Engagement including identification, mapping and prioritization, Indicator development (including performance measurement and monitoring) and materiality assessment information for inclusion in sustainability report, writing and designing the report Verification and Assurance of Sustainability Reports (Assurance Standards). Latest development in the field of subject.	**CLO4**

Transaction Mode: Lecture, Seminar, Case Study, Research Papers & Supervised Dissertations.

Suggested Readings:

1. Bala Krishnamoorthy. *Environmental Management: Text and Cases*, PHI Learning 3rd edition, 2017.

2. Banerjee, Bhabhatosh. *Corporate Environmental Management -Towards a Green Economy*.

PHI Learning Private Limited 2023

3. Rogers, Jalal & Boyd: (2007). *An Introduction to Sustainable Development.* PHI Learning,

4. Singh. (2006). *Triple Bottom Line Reporting and Corporate Sustainability.* PHI learning,

5. Stead J.G. & Edward Stead: (2009). *Management for a Small Planet.* M.E. Sharpe& Co.

L	T	P	Credit

Course Name: Climate Finance

4	0	0	4

Course Code:

Course type: Elective Course

Total Hours: 60

Course Learning Outcomes:

Upon completion of the syllabus, students will be able to:

CLO1: Understand of climate-related financial risks, including physical and transition risks, and their implications for financial institutions and markets

CLO2: Apply quantitative techniques to assess and price financial instruments associated with climate investments.

CLO3: Evaluate Corporate Sustainability Reporting Frameworks and analyze their impact on financial performance.

CLO4: Explore the role of technological innovations.

Units/Hours	**Contents**	**Mapping with CLO**
I **15 Hours**	**Foundations of Climate Finance**: Understanding the basics of climate change, its economic implications, and the role of finance in addressing climate challenges. Introduction to Climate Finance: Exploring the evolution, scope, and significance of climate finance in the global context. Policy Frameworks and International Agreements: Analyzing key policies like the Paris Agreement and their impact on financial markets. Climate Risk Assessment: Identifying and evaluating physical and transition risks associated with climate change.	**CLO1**
II **15 Hours**	**Financial Instruments and Markets in Climate Finance:** Green Financial Instruments: Deep dive into green bonds, sustainability-linked loans, and other innovative financial products. Carbon Markets and Trading Mechanisms: Understanding cap-and-trade systems, carbon credits, and their market dynamics. Investment Strategies: Exploring ESG investing, impact investing, and the role of institutional investors in promoting sustainability. Risk Management Tools: Utilizing financial derivatives and insurance products to hedge against climate-related risks.	**CLO2**
III **15 Hours**	**Corporate Sustainability Reporting**: Examining frameworks like TCFD, GRI and IFRS S2 for environmental disclosures. Financial Performance and Climate Initiatives: Analyzing the relationship between a firm's climate strategies and its financial outcomes. Governance and Stakeholder Engagement: Understanding the role of boards, shareholders, and other stakeholders in driving climate action. Case Studies: Reviewing real-world examples of corporate responses to climate challenges.	**CLO3**
IV **15 Hours**	**Emerging Trends and Research in Climate Finance** **Technological Innovations**: Exploring fintech solutions, blockchain, and AI applications in climate finance. Climate Finance in Emerging Economies: Assessing challenges and opportunities in developing markets. Policy and Regulatory Developments: Staying updated with	**CLO4**

	global and regional regulatory changes impacting climate finance. Research Methodologies: Employing quantitative and qualitative methods to conduct impactful research in climate finance.	

Transaction Mode: Lecture, Demonstration, Project Method, Seminar, Brain storming, Tutorial, Problem solving, Case study.

Suggested Readings:

1. Mohanty, Mritiunjoy & Sarkar, Runa (Eds.) (2026) Financing Climate Action: India in a Global Context. Routledge.
2. Axel Michaelowa (editor), Anne-Kathrin Sacherer (2022) Handbook of International Climate Finance, Edward Elgar Publishing
3. Frank Ackerman (2017) Worst-Case Economics : Extreme Events in Climate and Finance, Anthem Press
4. White, Rodney R.;Labatt, Sonia (2013) Carbon finance: the financial implications of climate change. Wiley
5. Richard B. Stewart, Benedict Kingsbury, Bryce Rudyk (2009) Climate Finance: Regulatory and Funding Strategies for Climate Change and Global Development, NYU Press

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https://www.oecd.org/en/publications/2021/09/climate-finance-provided-and-mobilised-by-developed-countries-aggregate-trends-updated-with-2019-data_aedc24d6.html
https://publications.opecfund.org/view/733688099/
https://dea.gov.in/sites/default/files/ClimateChangeOEFDReport_0.pdf

Course Name: Financial Technology
Course Code: MCM.
Course Type: Discipline Specific Elective Course (DSE)

L	T	P	Cr
4	0	0	4

Total Hours: 60

Learning Outcomes: On the completion of this course, students will be able to:

CLO1: Understand the evolution and regulation of FinTech in India.

CLO2: Apply the FinTech solutions to various fields of business.

CLO3: Identify the factors influencing the most successful FinTech related startus.

CLO4: Explore the risks and challenges involved in FinTech.

Units/Hours	Contents	Mapping with CLO
I **15 Hours**	**Financial Technology**: – FinTech Evolution – FinTech Evolution 1.0 – Infrastructure – FinTech Evolution 2.0- FinTech Evolution 3.0 & 3.5- Startups and emerging markets – importance of FinTech – Global FinTech Investment – Main FinTech Hubs. **Regulations Governing FinTech in India** : Regulation of mobile money – Regulation of smart contracts – Regulation of Robo-Advisory Services – Legal and Regulatory implications of cryptocurrencies – Payment and Settlement System Act 2017 – Master Direction on Issuance and Operation of Prepaid Payments Instruments – NPCI guidelines governing UPI and UPI Lite payments – Master Direction – NBFC – Guidelines regulating P2P lending platforms – payment aggregators/intermediaries – payment banks – Anti money-	**CLO1**

	laundering regulations – data privacy and protection.	
	Learning Activities: Identifying the business models employed by the successful FinTech Companies.	
II **15 Hours**	**FinTech and Financial Services Industry:** FinTech in payment industry – multichannel digital wallets – applications supporting wallets – onboarding and KYC applications – FinTech in lending industry – Formal lending – informal lending – P2P lending – POS lending – Online lending – Payday lending – Microfinance – crowdfunding – FinTech in wealth management industry – financial advice – automated investing – socially responsible investing – factional investing – social investing – FinTech in insurance industry – P2P insurance – On-demand insurance – On-demand consultation – customer engagement through Quote to sell – Policy servicing – Claims management – Investment linked health insurance.	**CLO2**
	Learning Activities: Application of FinTech in various domains of business.	
III **15 Hours**	**State of FinTech Globally**: US – The revolution starter – Europe and UK, Germany, Sweden, France, China, India, Africa, Australia, New Zealand, and Brazil - The Emerging FinTech countries – Regulatory and policy assessment for growth of FinTech – FinTech as disruptors – Financial Institutions collaborating with FinTech Companies – The new financial world.	**CLO3**
	Learning Activities: Identifying and discussing the most successful FinTech related startups across the world.	
IV **15 Hours**	**FinTech – Risks and Challenges**: Risk and Challenges of FinTech adoption – procurement and approval process – preference for large and established players – fragmented markets – regulatory uncertainty – concentration risk – data protection – security and cyber threats.	**CLO4**
	Learning Activities: Identifying the risks and challenges connected with FinTech.	

Transaction Mode: Lecture, Case Discussion, Assignments, Seminar, Research Papers.

Suggested Readings:

1. Agustin Rubini, Fintech in a Flash: Financial Technology Made Easy, Zaccheus, 3rd Edition, 2018.
2. Theo Lynn, John G.Mooney, Pierangelo Rosati, Mark Cummins, Disrupting Finance : FinTech and Strategy in the 21st Century, Palgrave, 1st Edition, 2018.
3. Abdul Rafay, FinTech as a Disruptive Technology for Financial Institutions, IGI Global, January, 2019.
4. Sanjay Phadke, FinTech Future: The Digital DNA of Finance, Paperback, Sage Publications, 2020.
5. Sunsanne Chishti, Janos Barberis, The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries (Wile01), Papberback, Wiley Publications, 2016.
6. Sironi, Paolo, FinTech Innovation: From Robo-Advisors to Goal Based Investing and Gamification, The Wiley Finance Series, Wiley, 2016.

Course Name: Human Resource Management

L	T	P	Cr

Course Code: MCM #####

4	0	0	4

Course Type: Elective

Total Hours: 60

Learning Outcomes: On the completion of this course, students will be able to:

CLO1: understand issues, opportunities and challenges pertaining to international HRM

CLO2: demonstrate the recruitment and selection process followed in the organisation

CLO3: monitor how well your training sessions improve performance

CLO4: create fair salary structures and benefits packages

Units/Hours	Contents	Mapping with CLO
I 15 Hours	**Human Resource Management:** Context and Concept-Process - Functions of the HR and Personnel Department –Integrating HR Strategy with Business Strategy–Green initiatives for HR- Conservation of energy-Recycling and waste disposal- Role of HRM in developing economically, socially and ecologically sustainable organizations- Green HRM in Indian context and future of sustainable HRM; Strategic HRM issues in international contexts, issues related to host, home and third country nationals. **Learning Activities**: Framing HR strategy align with Business strategy	**CLO1**
II 15 Hours	**Recruitment and Selection**: Manpower Planning - Selection – Induction & Orientation - Performance and Potential Appraisal - Coaching and Mentoring - HRM issues and practices in the context of Outsourcing as a Strategy - Green practices in Talent acquisition; recruitment, selection, training in international contexts. **Learning Activities**: Exploring how to attract, hire, and onboard new talent in the organisation	**CLO2**
III 15 Hours	**Human Resources Development** – Training and Development Methods; policies for employee engagement and workplace ethics - Design & Evaluation of T&D Programmes - Career Development - Promotions and Transfers - Personnel Empowerment including Delegation - -green practices on employee training and development; HR development in international contexts. . **Learning Activities:** Ddesigning and delivering impactful workshops for training the employees in an organisation.	**CLO3**
IV 15 Hours	**Performance & Compensation**: Concepts of Performance Appraisal-Need & Purpose of Performance Appraisal, process of performance appraisal; goals and measure employee performance - Performance Appraisal methods- Compensation management- Concept of Wage, Remuneration- Types of payment and benefits; fair salary structures and benefits packages; bonuses, retirement plans, and insurance; pay aligns with industry standards and employee needs- Green Practices in Performance and compensation Management; compensation in international contexts **Learning Activities**: Designing bonuses, retirement plans, and insurance for the employees	**CLO4**

Transaction Mode: Lecture, Project Method, Data sets

Suggested Readings:

1. Ashwathappa, K. and Sadhna Dash (2023). Human Resource Management (10th Edition). Tata McGraw Hill.
2. P. Subba Rao (2024), Personal and Human Resource Management, 6th Edition, Himalaya Publishing House.
3. Decenzo and Robbins (2017). Fundamentals of Human Resource Management (12th Ed.). Wiley.
4. Dessler (2017). Human Resource Management. Pearson Education Limited.
5. Mamoria C.B. and Mamoria S. (2017). Personnel Management. Himalaya Publishing Company.
6. Wayne Cascio (2017). Managing Human Resource. McGraw Hill.

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https://www.sultanchandandsons.com/book/75/human-resource-management
https://www.drnishikantjha.com/booksCollection/hrm-basic-notes.pdf
https://mrcet.com/downloads/MBA/digitalnotes/Human%20Resource%20Management.pdf
https://www.slideshare.net/slideshow/hrm-short-notespdf/254274027
https://www.upgrad.com/blog/human-resource-management-subjects-syllabus/

Course Name: Personal Finance And Well-Being
Course Code:
Course Type: Elective

L	T	P	Cr
4	0	0	4
Total Hours: 30			

Course Learning Outcomes (CLOs): After the completion of the course, the students will be able to:

CLO 1 Fix the financial goals, and prepare Budget, Income and Expenditure Account, and Balance Sheet for the individuals and families.

CLO 2 Measure digital financial literacy and financial behaviour of an individual.

CLO 3 Develop the conceptual model explaining the effects of financial socialization and financial capability on financial resilience and subjective well-being.

CLO 4 Measure financial well-being and subjective well-being of an individual through various indicators.

Units/ Hours	Contents	Mapping with CLO
I 15 Hours	**Personal Finance:** Personal Finance – Importance of personal finance – fixing financial goals - financial needs and life cycle – personal financial planning – budgeting - Preparation of family cash budget – Personal Income and Expenditure Account – Balance Sheet – Personal Savings and Investment - Investment planning – Risk and return of personal investment - Insurance planning – Personal Tax Planning - Retirement Benefits Planning – impact of personal finance on well-being.	CLO1
	Learning Activities: Preparing the Budget, Income and Expenditure Account, and Balance Sheet for the family.	

II 15 Hours	**Financial Literacy and Financial Behaviour**: Financial literacy – Digital Financial Literacy - dimensions of financial literacy – measurement of financial literacy – linkage between financial literacy and financial behavior – digital financial literacy and utilization of digital financial services - responsible financial behavior – Role of financial literacy and financial behavior in promoting financial capability and financial resilience – impact of financial behavior on financial well-being- subjective financial well-being - initiatives for improving digital financial literacy - digital financial literacy, financial behavior, and financial resilience in the Indian context.	CLO2
	Learning Activities: Measuring digital financial literacy.	
III 15 Hours	**Financial Socialization and Financial Capability:** Socialization – consumer socialization – financial socialization – financial socialization in family context – financial socialization in social context - social agents – effects of financial socialization – role of financial socialization in improving financial capability – linkage between financial capability and financial resilience – determinants of financial resilience – outcomes of financial resilience - financial vulnerability - Amartya Sen's Capability Approach – Sherden's Model.	CLO3
	Learning Activities: Developing the conceptual model on the effect of financial socialization and financial capability on financial resilience and subjective well-being.	
IV 15 Hours	**Financial and Subjective Well-being**: Well-being – Indicators of well-being – financial well-being – objective and subjective financial well-being – measurement of financial well-being – psychological well-being – physical well-being – mental well-being – subjective well-being – components of subjective well-being – well-being in the Indian context – research on well-being – research on well-being at the global level.	CLO4
	Learning Activities: Measuring financial and subjective well-being through various indicators.	

Transaction Mode: Lecture, Case Discussion, Assignments, Seminar, Research Papers, Co-Instructor Model.

Suggested Readings:

1. Xiao, Jing J., & Satish Kumar (2023), A Research Agenda for Consumer Financial Behavior, Edward Elgar Publishing.
2. Jack R. Kapoor., Les R. Dlabay., Robert J. Hughes., Melissa Hart (2022), Loose Leaf for Personal Finance, Mc Graw Hill.
3. Vanita Tripathi., Amit Kumar Singh., & Vandana Jain (2025), Investment Management, Taxmann.
4. Amit Kumar Singh (2025), Financial Literacy, Investment Management, Taxmann Publications Pvt. Ltd.
5. Prasanna Chandra (2025), Investment Analysis and Portfolio Management, Mc Graw Hill.
6. IIBF (2025), Financial Planning and Tax Planning, Macmillan Education India Pvt Ltd.
7. IIBF (2017), Introduction to Financial Planning, Taxmann Publications Pvt. Ltd.
8. Sonya Lutter., & Meghaan Lurtz (2026), Research Handbook on Personal Finance, Edward Elgar Publishing.
9. Personal Finance columns in The Economic Times, The Business Line and Financial Express Daily News Papers.

Web References

https://www.nefe.org
https://www.rbi.org.in
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https://www.fineresilienceinstitute.org
https://www.consumerinterests.org
https://onlinecourses.swayam2.ac.in/e-learning/preview/imb26_mg149