ಡಾ. ಮನಮೋಹನ ಸಿಂಗ್
ಬೆಂಗಳೂರು ನಗರ ವಿಶ್ವವಿದ್ಯಾನಿಲಯ

Dr. MANMOHAN SINGH
BENGALURU CITY UNIVERSITY

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No.MSBCU/BoS/Syllabus-PG/Commerce & Mgmt/186/2026-27 Date: 24.08.2026

NOTIFICATION

Sub: Syllabus for the III & IV Semester Post Graduate Courses in the Faculty of Commerce & Management–reg

Ref: 1. Recommendations of the Boards of Studies in the Faculty of Commerce and Management
2. Academic Council resolution No.08 dated.24.08.2026
3. Orders of Vice-Chancellor dated. 24.08.2026

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The Academic Council in its meeting held on 24.08.2026 has approved the syllabus prepared by different Board of Studies for the III & IV Semester Post Graduate Courses in the Faculty of Commerce and Management. Accordingly, the following CBCS Syllabus for the III & IV Semester PG Courses of Commerce and Management Faculty are hereby notified for implementation effective from the academic year 2026-27

Sl. No.	Programmes
1.	MBA [Day & Evening] – III & IV Semester
2.	M.Com [General] – III & IV Semester
3.	M.Com [Financial Analysis] – III & IV Semester
4.	M.Com [Fintech] – III & IV Semester

The detailed Syllabi for above subjects are notified in the University Website: www.bcu.ac.in for information of the concerned.

REGISTRAR

Copy to;

1. The Registrar(Evaluation), Dr. Manmohan Singh Bengaluru City University
2. The Dean, Faculty of Commerce, MSBCU.
3. The Principals of the concerned affiliated Colleges of MSBCU- through email.
4. The P.S. to Vice-Chancellor/Registrar/Registrar (Evaluation), MSBCU.
5. Office copy / Guard file / University Website: www.bcu.ac.in

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BE BOUNDLESS

Dr. MANMOHAN SINGH
BENGALURU CITY UNIVERSITY

CHOICE BASED CREDIT SYSTEM

Syllabus for M.Com [General]

2026-27 onwards

III SEMESTER
ACCOUNTING AND TAXATION

Paper Code	Subjects	Total Instruction Hrs	Duration of Exam (Hrs)	Marks			Credits
				IA	Exam	Total	
3.1	Intellectual Property Rights	**60**	**3**	**30**	**70**	**100**	4
3.2	Forensic Accounting and Audit	**60**	**3**	**30**	**70**	**100**	4
3.3	Corporate Financial Reporting – I	**60**	**3**	**30**	**70**	**100**	4
3.4	Strategic Cost Management – I	**60**	**3**	**30**	**70**	**100**	4
3.5	Corporate Tax Planning	**60**	**3**	**30**	**70**	**100**	4
3.6	Open Elective – Entrepreneurship & Start Ups	**60**	**3**	**30**	**70**	**100**	4
	Certificate Course	***	***	**50**	***	**50**	2
III SEMESTER TOTAL OF CREDITS							**26**

<table>
<tr><td colspan="3">Name of the Course : Intellectual Property Rights</td></tr>
<tr><td>Course Code : 3.1</td><td>Course Credits: 4</td><td>No. of Hours per week: 4 Hrs.</td></tr>
<tr><td>CIE : 30 SEE : 70</td><td>Total Marks : 100</td><td>Total No. of Teaching Hours: 60 Hrs.</td></tr>
</table>

Course Description:

This course provides a comprehensive understanding of Intellectual Property Rights (IPR) and their significance in the knowledge-driven economy. It introduces the legal and institutional framework governing patents, copyrights, trademarks, industrial designs, geographical indications, trade secrets, and related rights. The course emphasizes the role of IPR in fostering innovation, entrepreneurship, research commercialization, and business competitiveness. It also explores contemporary issues such as digital copyright, artificial intelligence, biotechnology, and international IPR regimes, enabling students to appreciate the strategic importance of intellectual property in academia and industry.

Course Objectives:

1. To understand the concepts, principles, and legal framework of Intellectual Property Rights at national and international levels.
2. To identify various forms of intellectual property and their application in business, research, innovation, and creative industries.
3. To analyze the procedures for protection, registration, enforcement, licensing, and commercialization of intellectual property assets.
4. To evaluate contemporary issues and challenges in intellectual property, including digital technologies, artificial intelligence, biotechnology, and global trade.
5. To develop the ability to manage and protect intellectual property strategically for innovation, entrepreneurship, and sustainable economic growth.

Course Outcomes:

On successful completion of the course, the student will be able to:

CO1: Explain the concepts, significance, and legal framework of Intellectual Property Rights.
CO2: Distinguish between different forms of intellectual property and their scope of protection.
CO3: Apply the procedures for obtaining, managing, licensing, and enforcing intellectual property rights.
CO4: Analyze intellectual property issues in business, research, innovation, and the digital economy using relevant legal provisions.
CO5: Demonstrate the ability to develop intellectual property strategies that support innovation, entrepreneurship, and ethical business practices.

MODULE 1	Introduction to Management & IPR	14 Hours

Management & IPR, Introduction and the need for intellectual property right (IPR) - Kinds of Intellectual Property Rights: Patent, Copyright, Trade Mark, Design, Geographical Indication, Plant Varieties and Layout Design – Genetic Resources and Traditional Knowledge – Trade Secret - Nature of Intellectual Property - Industrial Property - Technological Research, Inventions and Innovations – Important examples of IPR. - IPR in India. Genesis and development – IPR in abroad - Major International Instruments concerning Intellectual Property Rights: Paris Convention, 1883, Berne Convention, 1886, Universal Copyright Convention, 1952, WIPO Convention, 1967, Patent Co- operation Treaty, 1970, TRIPS Agreement, 1994 and others.

MODULE 2	Registration & Laws of IPR	12 Hours

Meaning and Practical aspects of registration of IPRs in India and Abroad**:** Registration Process in India, Office of the Controller General of Patents, Designs & Trade Marks (CGPDTM), National IPR Policy – Features. Laws of IPR: Patents Act, 1970, Trade Mark Act, 1999, The Designs Act, 2000, The Geographical Indications of Goods (Registration and Protection) Act, 1999, Copyright Act, 1957, The Protection of Plant Varieties and Farmers' Rights Act, 2001, The Semi-Conductor Integrated Circuits Layout Design Act, 2000, Aesthetic Values and Trade Secrets , Utility Models and others. Personal Data

Protection Bill 2019. Career Opportunities in IPR.		
MODULE 3	**Patents & Copy Rights**	**14 Hours**
Patents - Elements of Patentability: Novelty, Non- Obviousness (Inventive Steps), Industrial Application - Non - Patentable Subject Matter - Registration Procedure, Rights and Duties of Patentee, Assignment and licence, Restoration of lapsed Patents, Surrender and Revocation of Patents, Infringement, Remedies & Penalties - Patent office and Appellate Board. Nature of Copyright - Subject matter of copyright: original literary, dramatic, musical, artistic works; cinematograph films and sound recordings - Registration Procedure, Term of protection, Ownership of copyright, Assignment and licence of copyright - Infringement, Remedies & Penalties – Related Rights - Distinction between related rights and copyrights.		
MODULE 4	**Trade Marks & others**	**12 Hours**
Concept of Trademarks - Different kinds of marks (brand names, logos, signatures, symbols, well known marks, certification marks and service marks) - Non-Registrable Trademarks - Registration of Trademarks - Rights of holder and assignment and licensing of marks - Infringement, Remedies & Penalties - Trademarks registry and appellate board. Plant Variety Protection & Layout Design Protection: Registration procedure.		
MODULE 5	**Design & Geographical Indicators (GI)**	**08 Hours**
Design: meaning and concept of novel and original - Procedure for registration, effect of registration and term of protection. Geographical indication: meaning, and difference between GI and trademarks - Procedure for registration, effect of registration and term of protection.		

SKILL DEVELOPMENT ACTIVITIES

- Identify and classify trademarks of well-known Indian and international companies. Analyze the type of trademark protection and its significance.
- Study a recent copyright infringement case and present the legal issues, judgment, and implications.
- Prepare a flowchart explaining the procedure for registering a patent, trademark, copyright, or geographical indication in India.
- Analyze a real-world case involving patent disputes, trademark infringement, or intellectual property commercialization and present the findings.

BOOKS FOR REFERENCE

1. Nithyananda, K V. (2019). Intellectual Property Rights: Protection and Management. India, IN: Cengage Learning India Private Limited.
2. 2. Neeraj, P., & Khusdeep, D. (2014). Intellectual Property Rights. India, IN: PHI learning Private Limited.
3. Ahuja, V K. (2017). Law relating to Intellectual Property Rights. India, IN: Lexis Nexis.
4. Subramanian, N., & Sundararaman, M. (2018). Intellectual Property Rights – An Overview. Retrieved from http://www.bdu.ac.in/cells/ipr/docs/ipr-eng-ebook.pdf
5. World Intellectual Property Organisation (https://www.wipo.int/about-ip/en/)
6. Office of the Controller General of Patents, Designs & Trademarks (http://www.ipindia.nic.in/)
7. Journal of Intellectual Property Rights (JIPR): NISCAIR
8. Deborah E. Bouchoux, ―Intellectual Property: The Law of Trademarks, Copyrights, Patents and Trade Secrets‖, Cengage Learning, Third Edition, 2012.
9. Prabuddha Ganguli,‖Intellectual Property Rights: Unleashing the Knowledge Economy‖,McGraw Hill Education, 2011.
10. Edited by Derek Bosworth and Elizabeth Webster, The Management of Intellectual Property,Edward Elgar Publishing Ltd., 2013.
11. V. Scople Vinod, Managing Intellectual Property, Prentice Hall of India pvt Ltd, 2012

12. S. V. Satakar, ―Intellectual Property Rights and Copy Rights, Ess Ess Publications, New Delhi,2002

13. Trott, P., Innovation Management and New Product Development, Financial Times, Pitman Publishing, GB, 1998

14. Sreedharan, S. K. (2008). An introduction to intellectual asset management. Wolters Kluwer.

15. Sullivan, P. H. (1998). Profiting from intellectual capital: Extracting value from innovation. John Wiley & Sons. Rastogi, T. (2010). IP audit: Way to a healthy organization. Journal of Intellectual Property Rights, 15(4), 302–309.

16. Smith, G. V., & Parr, R. L. (2000). Valuation of intellectual property and intangible assets (3rd ed.). John Wiley & Sons.

17. Berman, B. (Ed.). (2008). From assets to profits: Competing for IP value and return. John Wiley & Sons.

E-Resources

1. World Intellectual Property Organization-Global IP laws, treaties, patents, trademarks, and educational materials.
2. National Intellectual Property Awareness Mission-IPR awareness programs, learning modules, and educational materials.
3. SWAYAM-Free online courses related to Intellectual Property Rights.
4. Office of the Controller General of Patents, Designs and Trade Marks-Indian patent, trademark, design, and geographical indication databases.
5. World Trade Organization (TRIPS Agreement)-Information on the Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS).

Name of the Course : Forensic Accounting and Auditing		
Course Code : 3.2	**Course Credits:** 4	**No. of Hours per week:** 4 Hrs.
CIE : 30 **SEE :** 70	**Total Marks :** 100	**Total No. of Teaching Hours:** 60 Hrs.

Course Description:

This course provides an in-depth understanding of forensic accounting and forensic auditing as essential tools for detecting, investigating, and preventing financial fraud. It covers the principles, techniques, and legal aspects of fraud examination, financial statement manipulation, digital forensics, corporate governance, and forensic investigations. The course emphasizes the application of forensic accounting techniques in fraud risk assessment, evidence collection, litigation support, and regulatory compliance. Students will develop analytical, investigative, and ethical decision-making skills required to address financial crimes and strengthen organizational governance.

Course Objectives:

1. To understand the concepts, principles, and scope of forensic accounting and forensic auditing in the prevention and detection of financial fraud.
2. To identify various types of financial crimes, fraud schemes, earnings manipulation, and corporate misconduct using forensic accounting techniques.
3. To apply forensic investigation tools, digital forensic methods, and auditing procedures to collect, analyze, and interpret financial evidence.
4. To evaluate the role of corporate governance, internal controls, regulatory compliance, and legal frameworks in preventing financial fraud.
5. To develop professional competence in fraud risk assessment, forensic reporting, litigation support, and ethical decision-making.

Course Outcomes:

On successful completion of the course, the student will be able to:

CO1: Explain the concepts, principles, and significance of forensic accounting and forensic auditing.

CO2: Detect and analyze financial frauds, accounting irregularities, and financial statement manipulations using forensic techniques.

CO3: Apply forensic investigation procedures, data analytics, and auditing tools to examine financial evidence.

CO4: Evaluate fraud risks, internal control systems, and governance mechanisms to recommend preventive measures.

MODULE 1	**Introduction to Forensic Accounting and Fraud Examination**	**12 Hours**

Meaning, Nature and Scope of Forensic Accounting, Evolution and Emerging Importance of Forensic Accounting, Role and Responsibilities of the Professional Forensic Accountant, Skills and Competencies Required for Forensic Accountants, Responsibilities of Accounting Investigators and Auditors, Difference between Traditional Audit and Forensic Accounting

Fraud: Concept and Classification: Meaning and Characteristics of Fraud**,** Fraud Triangle, Fraud Diamond and Fraud Pentagon Theories**,** Fraud Cycle and Stages of Fraud Types of Fraud: Bank Frauds, Corporate Frauds**,** Insurance Frauds**,** Cyber Frauds, Securities and Investment Frauds, Consumer Frauds, Payroll and Procurement Frauds**,** Traits, Behavioural Patterns and Psychological Profile of Fraudsters, Targets and Victims of Fraudsters, AML, Anti Bribery and corruption Act, Benami Transactions Act, Fugitive economic offenders Act, White collar crime.

Case Studies (National & International): Satyam Computer Services Accounting Scandal, Punjab National Bank Fraud Case**,** Harshad Mehta Securities Scam**,** Enron Scandal WorldCom Accounting Scandal, Bernie Madoff Ponzi Scheme **,**Wire card Scandal

MODULE 2	Fraud Detection Techniques and Financial Statement Analysis	14 Hours

Fraud Detection Techniques: Fraud Detection Frameworks and Models ,Effective Information Gathering and Evidence Collection Methods, Fraud Risk Indicators and Red Flags, Professional Analytical Procedures and Techniques, Data Analytics in Fraud Detection

Financial Statement Fraud Analysis: Meaning and Nature of Financial Statement Fraud, Manipulation of Revenue Recognition, Expense and Liability Manipulation, Window Dressing and Creative Accounting Practices

Analytical Techniques for Fraud Detection: Ratio Analysis for Fraud Detection: Liquidity Ratios, Profitability Ratios, Solvency Ratios, Efficiency Ratios, Comparative Financial Statement Analysis, Horizontal Analysis, Vertical Analysis, Trend Analysis, Cash Flow Analysis Benford's Law and Digital Analysis

Practical Problems and Applications: practical problems involving: Identification of **Red Flags** and **Green Flags** using: Income Statement Analysis Balance Sheet Analysis, Ratio Analysis, Horizontal and Vertical Analysis, Cash Flow Analysis, Detection of fictitious revenue, concealed liabilities and abnormal trends, Interpretation of manipulated financial statements, Case-based numerical problems and mini forensic audit assignments

Case Studies: Toshiba Accounting Scandal, IL&FS Financial Crisis, Lehman Brothers Repo 105 Scandal

MODULE 3	Fraud Risk Assessment and Fraud Prevention	12 Hours

Fraud Risk Assessment: Meaning and Objectives of Fraud Risk Assessment, Profiling Fraudsters and Behavioural Indicators, Organisational Fraud Profiling Methods, Fraud Risk Identification and Evaluation, Internal Control Weaknesses and Risk Exposure, Risk Assessment Factors in Different Industries, Fraud Risk Matrix and Risk Scoring Techniques Best Practices in Fraud Risk Management, COSO Framework, ISO 37001.

Fraud Prevention and Governance: Meaning and Importance of Fraud Prevention, Fraud Prevention Frameworks and Policies, Role of Corporate Governance in Fraud Prevention, Whistleblower Mechanisms and Ethics Policies, Internal Controls and Compliance Systems, Combating Actual Instances of Fraud, Role of Technology and Artificial Intelligence in Fraud Prevention

Practical Applications: Preparation of Fraud Risk Assessment Reports, Identification of organisational vulnerabilities, Designing preventive controls and fraud mitigation strategies Evaluation of internal control effectiveness

Case Studies: Wells Fargo Fake Accounts Scandal, Kingfisher Airlines Financial Crisis

MODULE 4	Forensic Audit	10 Hours

Introduction to Audit and Forensic Audit: Meaning and Objectives of Audit, Types and Stages of Audit, Meaning and Scope of Forensic Audit, Significance and Advantages of Forensic Audit, Need and Objectives of Forensic Audit, Forensic Audit vis-à-vis Traditional Audit, Fraud Investigation and Forensic Audit Relationship

Forensic Audit Process: Planning and Conducting Forensic Audits, Collection and Preservation of Evidence, Documentation Standards and Working Papers, Interview Techniques and Interrogation Methods, Reporting of Forensic Audit Findings, Legal Admissibility of Evidence

Applications of Forensic Audit: Banking Sector, Insurance Sector, Corporate Sector, Government and Public Sector Organisations, Digital and Cyber Environments

Case Studies: NSEL Scam, Olympus Accounting Scandal

MODULE 5	Audit Investigations and Forensic Technology	12 Hours

Audit Investigations: Tools and Techniques for Handling Forensic Audits, Forensic Audit Thinking (Thinking Forensically), Investigation Planning and Investigation Mechanisms, Types and Methods of Investigations, Finding Facts and Conducting Investigations.

Technology in Forensic Auditing: Appropriate Use of Technology in Forensic Audits, Computer Assisted Auditing Techniques (CAATs), Computer Assisted Audit Tools and Techniques (CAATTs), Generalized Audit Software (GAS), Common Software Tools (CST), Digital Evidence Collection and Cyber Forensics, Artificial Intelligence, Machine Learning and Block chain in Fraud Detection.

Red Flags and Green Flags Analysis: Financial Red Flags in: Revenue Recognition, Expense Reporting, Inventory Valuation, Related Party Transactions, Cash Flow Manipulation, Green Flags indicating sound governance and ethical reporting.

SKILL DEVELOPMENT ACTIVITIES

- Mini forensic audit projects
- Investigation report preparation
- Spreadsheet-based fraud analytics exercises
- Financial statement interpretation assignments
- Red Flag and Green Flag identification exercises using real and simulated financial data
- Case analysis presentations on landmark fraud investigations

BOOKS FOR REFERENCE

1. Institute of Chartered Accountants of India. Study on forensic accounting and fraud prevention.
2. Institute of Company Secretaries of India. Study material on forensic audit.
3. Kranacher, M.-J., Riley, R., & Wells, J. T. (2024). Forensic accounting and fraud examination (3rd ed.). Wiley. The 3rd edition was published in 2024.
4. Kass-Shraibman, F., & Sampath, V. S. (2011). Forensic accounting for dummies. John Wiley & Sons. Wiley lists this as the first edition, published in January 2011.
5. Golden, T. W., Skalak, S. L., Clayton, M. M., & Pill, J. S. (2011). A guide to forensic accounting investigation (2nd ed.). John Wiley & Sons.

E-Resources:

1. Institute of Chartered Accountants of India (ICAI) – Standards on Auditing (SAs), forensic accounting publications, guidance notes, and certificate courses.
2. Internet Crimes and Cyber Security (NALSAR – SWAYAM) – Covers cyber fraud, digital evidence, identity theft, and cyber investigations relevant to forensic accounting.
3. Financial Accounting (IIT Bombay – NPTEL) – Includes financial statement interpretation and case-based analysis useful for fraud detection.
4. Association of Certified Fraud Examiners (ACFE) – Resources on fraud prevention, forensic accounting, white papers, and webinars.

Name of the Course : Corporate Financial Reporting -I		
Course Code : 3.3	**Course Credits:** 4	**No. of Hours per week:** 4 Hrs.
CIE : 30 **SEE :** 70	**Total Marks :** 100	**Total No. of Teaching Hours:** 60 Hrs.

Course Description:

This course provides an understanding of corporate financial reporting, focusing on the preparation, presentation, analysis, and interpretation of financial statements in accordance with Indian Accounting Standards (Ind AS) and regulatory requirements. It covers consolidated financial statements, corporate disclosures, integrated reporting, sustainability reporting, and emerging reporting practices, enabling students to evaluate financial performance and support informed business decisions.

Course Objectives:

1. To provide conceptual understanding of financial reporting framework, Ind AS, IFRS convergence, and general-purpose financial reporting.
2. To enable students to understand the presentation, measurement, recognition, and disclosure principles under Ind AS.
3. To develop practical knowledge of asset- and liability-based Ind AS with numerical applications.
4. To familiarize students with accounting treatment of business combinations under Ind AS 103.
5. To create awareness about digitalization in financial reporting, including XBRL, AI, blockchain, analytics, and visualization tools.

Course Outcomes:

CO1: Explain the conceptual framework of financial reporting, qualitative characteristics, Ind AS framework, and IS convergence.

CO2: Prepare and present financial statements as per relevant Ind AS, including Statement of Profit and Loss, Balance Sheet, Cash Flow Statement, and Statement of Changes in Equity.

CO3: Apply recognition, measurement, and disclosure principles relating to inventories, PPE, borrowing costs, impairment, intangible assets, investment property, employee benefits, and provisions.

CO4: Analyse accounting treatment for business combinations, including identification of acquirer, acquisition date, goodwill, and bargain purchase.

CO5: Evaluate the role of digital technologies such as XBRL, data analytics, AI, blockchain, and visualization techniques in modern financial reporting.

MODULE 1	**Conceptual Framework of Financial Reporting**	**12 Hours**

Objectives and Qualitative Characteristics of Financial Information - Accounting Standards Setting Process - Accounting Standards Framework in India - Convergence with IFRS - Conceptual Framework of Ind AS - Recognition, Measurement, Presentation and Disclosure Principles - True and Fair View Concept - Reporting Entity Concept - Indian Accounting Standards vs. Previous GAAP - First-time Adoption of Ind AS (Ind AS 101) - General Purpose Financial Reporting.

MODULE 2	**Financial Statements Presentation and Measurement**	**14 Hours**

Presentation of Financial Statements (Ind AS 1) - Structure and Content of Financial Statements - Statement of Profit and Loss and Other Comprehensive Income - Balance Sheet Format and Classification - Statement of Changes in Equity, Statement of Cash Flows (Ind AS 7) - Accounting Policies, Changes in Accounting Estimates and Errors (Ind AS 8) - Events After the Reporting Period (Ind AS 10) - Fair Value Measurement (Ind AS 113) - Interim Financial Reporting (Ind AS 34) (Theory Only).

MODULE 3	**Ind AS on Recognition and Measurement of Assets**	**12 Hours**

Scope, definitions, Recognition and Measurement of Ind Ass (including Practical Problems): Inventories (Ind AS 2) - Property, Plant and Equipment (Ind AS 16) - Borrowing costs (Ind AS 23) - Impairment of assets (Ind AS 36) – Intangible assets (Ind AS 38) – Employee Benefits (Ind AS 19).

MODULE 4	Ind ASs on Financial Statements Disclosures	10 Hours
Related Party Disclosures (Ind AS 24), Earning Per Share (Ind AS 33), Operating Segments (Ind AS 108), Disclosure of Interest in Other Entities (Ind AS 112).		
MODULE 5	**Digitalization in Financial Reporting**	**12 Hours**
XBRL (eXtensible Business Reporting Language) Implementation in India - MCA XBRL Taxonomy and Filing Requirements - Structured vs. Unstructured Financial Data - Digital Transformation in Financial Reporting - Automated Reporting Systems - Data Analytics in Financial Communication - Blockchain Applications in Financial Reporting - Artificial Intelligence in Financial Analysis - Interactive Financial Reports - Visualization Techniques for Financial Data - Challenges and Opportunities in Digital Financial Reporting.		

SKILL DEVELOPMENT ACTIVITIES

- Analyse the annual report of an Ind AS-compliant company and identify accounting policies, disclosures, and financial statement presentation.
- Prepare a case study on first-time adoption of Ind AS under Ind AS 101.
- Analyse a real company's cash flow statement and classify activities into operating, investing, and financing activities.
- Prepare a worksheet for calculation of goodwill or gain from bargain purchase under Ind AS 103.
- Study MCA XBRL filing requirements and prepare a short report on XBRL implementation in India.
- Create financial data visualization using charts, dashboards, or spreadsheet tools.
- Conduct a seminar on the role of AI, blockchain, and data analytics in financial reporting.
- Undertake any other activities relevant to the course.

BOOKS FOR REFERENCE

1. Kumar, P. (2016). Consolidation under Ind AS: IFRS converged accounting standards. CCH.
2. Sekar, G., & Saravana Prasath, B. (2024). Professional guide to Ind AS. Commercial Law Publishers (India) Pvt. Ltd..
3. Saini, A. L. IFRS for India. Snow White Publications.
4. Tripathy, S. Roadmap to IFRS and Indian Accounting Standards.
5. Ghosh, T. P. (2011). Indian Accounting Standards (Ind AS) and IFRSs for finance executives (2nd ed.). Taxmann Allied Services.
6. Garg, K. IFRS: Concepts and applications. Bharat Law House.
7. Vijay Kumar, M. P. First lesson to International Financial Reporting Standards: Beginners guide. Prime Knowledge Services.

E-Resources:

1. ICAI Standards Portal – https://www.icai.org
2. IFRS Foundation & IASB – https://www.ifrs.org
3. Investopedia – Financial Reporting – https://www.investopedia.com
4. Corporate Finance Institute (CFI) – https://www.corporatefinanceinstitute.com
5. SEC EDGAR Filings – https://www.sec.gov/edgar.shtml

Name of the Course : Strategic Cost Management - I		
Course Code : 3.4	**Course Credits:** 4	**No. of Hours per week:** 4 Hrs.
CIE : 30 **SEE :** 70	**Total Marks :** 100	**Total No. of Teaching Hours:** 60 Hrs.

Course Description:

Strategic Cost Management is an advanced course that focuses on the application of cost management techniques to support strategic decision-making and enhance organizational competitiveness. The course covers contemporary concepts such as value chain analysis, activity-based costing and management, target costing, life cycle costing, Kaizen costing, quality costing, benchmarking, and strategic performance measurement. It enables students to analyze cost structures, formulate cost reduction strategies, and integrate cost information into long-term business planning in a dynamic and competitive business environment.

Course Objectives:

1. To understand the concepts and significance of strategic cost management in achieving organizational objectives.
2. To apply strategic cost management techniques for cost planning, control, and performance improvement.
3. To analyze cost drivers and value chain activities to enhance operational efficiency and competitive advantage.
4. To evaluate modern costing methods and strategic performance measurement systems for managerial decision-making.
5. To develop cost optimization strategies aligned with business sustainability and long-term organizational goals.

Course Outcomes:

On successful completion of the course, the student will be able to:

CO1: Explain the principles, concepts, and strategic importance of cost management in business organizations.

CO2: Apply strategic cost management tools such as Activity-Based Costing (ABC), Target Costing, Kaizen Costing, and Life Cycle Costing to business scenarios.

CO3: Analyze value chain activities, cost drivers, and benchmarking techniques to identify opportunities for cost reduction and value creation.

CO4: Evaluate organizational performance using strategic cost management and performance measurement

CO5: Design strategic cost management solutions to improve profitability, operational efficiency, and sustainable competitive advantage.

MODULE 1	**Costing Strategies**	**12 Hours**

Influence of different classification of cost elements on business enterprise, Importance of analysing cost elements, cost control and cost reduction: meaning, process, methods and techniques of cost control and cost reduction, cost management: areas of cost management, difference between cost management and cost accounting, role of cost accounting in strategic planning and management control.

MODULE 2	**Activity Based Costing System**	**14 Hours**

Introduction to traditional methods of overhead absorption, problems of overhead absorption system under Traditional System, introduction to ABC, Kaplan and Coopers approach to ABC, cost drivers and cost activities, allocation of overheads under ABC, Characteristics of ABC, benefits from adaptation of ABC System, problems on comparison between traditional system and ABC system.

MODULE 3	**Life Cycle Costing**	**10 Hours**

Meaning of LCC, factors affecting Life cycle costing, phases in product life cycle, characteristics, product life cycle and cost control. Experience curve in product life cycle costing. Project life cycle costing:

Meaning, categories of project life cycle costs, optimization of project life cycle costs.		
MODULE 4	**Target Costing and Value Engineering**	**14 Hours**
Introduction to Target Costing- Meaning and concept, Objectives and importance, Traditional costing vs. target costing, Target costing process. Target Costing Methodology - Market-driven costing, Target selling price, Target profit, Target cost calculation, Cost gap analysis, Achieving the target cost. Value Engineering - Meaning and concept, Objectives of value engineering, Value analysis vs. value engineering, Functional analysis, Cost–function relationship, Improving product value Relationship Between Target Costing and Value Engineering - Role of value engineering in closing the cost gap, Integration of target costing with product design, Cross-functional approach Problems on Target cost calculation, Cost gap determination, Value engineering-based cost reduction.		
MODULE 5	**Just in Time and Kaizen Costing**	**10 Hours**
JIT – features, methodology in implementation of JIT, Benefits of JIT. Kaizen Costing: concept, procedure for implementation, evaluation, benefits of Kaizen costing. Lean Cost Management: Meaning, definition, factors, applications, procedure to implementation, comparison with traditional management system, Modern production management techniques, benefits and drawbacks of Lean Cost Management.		

SKILL DEVELOPMENT ACTIVITIES

- Analyze the annual reports of two companies to identify their cost management strategies and competitive positioning.
- Prepare a value chain analysis for a manufacturing or service organization and identify value-adding and non-value-adding activities.
- Develop an Activity-Based Costing (ABC) model using a real or hypothetical business case.
- Conduct a benchmarking study comparing the operational performance of two organizations in the same industry
- Prepare a target costing and life cycle costing analysis for a new product and recommend cost reduction strategies.

BOOKS FOR REFERENCE

1. Ravi. M. Kishore, (2024), Cost Management, Taxman, Allied Services (p) Ltd.,
2. Sharma &Shashi. K Gupta (2012) Cost & Management Accounting Kalyani Publishers
3. Arora M N – (2012) A Text book of Cost & Management Accounting, Vikas Publishing, New Delhi
4. Lal Jawahar, Srivastava Seema. (2013) Cost Accounting, 5thEdition, Tata Mcgraw-Hill, Delhi
5. S.K.R. Paul, Management Accounting, New Central Book Agency Private Ltd., Calcutta.
6. Horngren T. Charles, Datar M. Srikant and Rajan V. Madhav. (2014) Cost Accounting: A Managerial Emphasis, 15th Edition, Prentice Hall publishers, Delh
7. Roger Cowe, Hand Book of Management Accounting, A Grower Handbook.
8. S. Mukherjee & A.P. Roychowdhury, Advanced Cost and Management Accountancy, New Central Book Agency, Calcutta.
9. Brown &Haward, Mac Donald , Evans, Principles of Management Accountancy, London.
10. Shank, J. K. (2006). *Cases in cost management: A strategic emphasis* (3rd ed.). Thomson/South-Western.

E-Resources

1. The Institute of Cost Accountants of India (ICMAI) – Cost Accounting Standards (CAS), study materials, journals, and professional publications.
2. Institute of Chartered Accountants of India (ICAI) – Accounting standards, management accounting guidance, and educational resources.
3. Chartered Institute of Management Accountants (CIMA) – Resources on strategic management accounting and performance management.

Name of the Course : Corporate Tax Planning		
Course Code : 3.5	**Course Credits:** 4	**No. of Hours per week:** 4 Hrs.
CIE : 30 **SEE :** 70	**Total Marks :** 100	**Total No. of Teaching Hours:** 60 Hrs.

Course Description:

This course provides comprehensive knowledge of tax planning strategies for business organizations within the framework of prevailing tax laws. The course focuses on tax-efficient decision-making relating to business formation, capital structure, investments, mergers and acquisitions, international transactions, and corporate restructuring. It also covers tax compliance, tax risk management, and the role of taxation in strategic financial planning, enabling students to optimize tax liability while ensuring legal compliance and ethical practices.

Course Objectives:

1. Understand the principles, objectives, and legal framework of corporate tax planning.
2. Apply tax planning techniques to business decisions involving investments, financing, and organizational restructuring.
3. Evaluate tax implications of corporate transactions and recommend tax-efficient strategies.
4. Analyze domestic and international tax provisions relevant to corporate entities.
5. Develop tax planning solutions that ensure statutory compliance while maximizing organizational value.

Course Outcomes:

On successful completion of the course, the student will be able to:

CO1: Explain the concepts, objectives, and legal framework governing corporate tax planning.
CO2: Apply tax planning principles to corporate decisions relating to business formation, financing, investments, and dividend policies.
CO3: Analyze the tax implications of mergers, acquisitions, corporate restructuring, and cross-border transactions.
CO4: Evaluate tax compliance requirements, tax risk management practices, and emerging developments in corporate taxation.
CO5: Design tax-efficient corporate strategies that optimize tax liability while ensuring legal and ethical compliance.

MODULE 1	**Fundamentals of Corporate Taxation under the Income-tax Act, 2025**	**12 Hours**

Evolution and objectives of the Income-tax Act, 2025 - Salient features and structure of the Income-tax Act, 2025 - Concept of **Tax Year** and comparison with the Previous Year/Assessment Year system - Constitutional provisions relating to taxation of companies - Meaning and classification of Company under the Income-tax Act, 2025 - Residential status of companies and scope of total income - Corporate tax rates, surcharge and health & education cess - Marginal Relief (with numerical problems) - Special tax regimes applicable to domestic manufacturing companies and other eligible companies under the new tax framework.

MODULE 2	**Computation of Corporate Tax Liability**	**10 Hours**

Computation of income from Business or Profession - Allowable and disallowable business expenditure - Depreciation and treatment of capital expenditure - Set-off and carry forward of business losses and depreciation - Gross Total Income, deductions permissible under the Income-tax Act, 2025 and computation of Total Income - Computation of corporate tax liability (comprehensive numerical problems) - Minimum Alternate Tax (MAT) and MAT Credit.

MODULE 3	**Corporate Tax Compliance and Administration**	**12 Hours**

Tax Deduction at Source (TDS) - Advance Tax, Self-Assessment Tax and payment procedures - Filing of corporate income-tax returns and updated returns - Tax audit and reporting requirements - Assessment procedures under the Income-tax Act, 2025 - Rectification, reassessment and revision - Appeals, dispute resolution mechanisms and grievance redressal - Faceless assessment, faceless appeals and digital tax administration.

MODULE 4	**Tax Implications of Corporate Financial and Managerial Decisions**	**12 Hours**

Tax implications of selection of business location and form of organisation - Tax considerations in capital structure and financing decisions - Dividend distribution and profit retention decisions - Lease versus purchase decisions - Make-or-buy decisions - Tax treatment of expenditure on scientific research and innovation - Repair, replacement, renovation and modernization decisions - Shutdown, expansion and business continuation decisions - Tax incentives for investment and business growth under the Income-tax Act, 2025.

MODULE 5	**Corporate Tax Planning and Management**	**14 Hours**

Concepts of Tax Planning, Tax Management, Tax Avoidance and Tax Evasion - Ethical dimensions of corporate tax planning - Corporate tax planning under the Income-tax Act, 2025 - Tax planning relating to mergers, amalgamations, demergers and corporate restructuring - Tax implications of business reorganisation and succession - General Anti-Avoidance principles (GAAR) and anti-abuse provisions - Corporate tax governance, compliance management and risk management - Role of taxation in strategic financial management and corporate decision making.

SKILL DEVELOPMENT ACTIVITIES

- Analyze the tax implications of alternative financing options such as equity, debt, and retained earnings.
- Conduct a comparative study of tax planning strategies adopted by companies in different industries.
- Develop tax planning solutions for mergers, demergers, acquisitions, or business restructuring using case studies.
- Prepare a tax compliance calendar for a corporate entity, covering statutory filing and payment obligations.
- Solve practical case studies on corporate tax computation and tax planning under the Income-tax Act.

BOOKS FOR REFERENCE

1. Singhania, V. K., & Singhania, M. (2025). *Corporate tax planning & business tax procedures with case studies* (29th ed.). Taxmann Publications.
2. Singhania, V. K., & Singhania, K. (2026). *Direct taxes law & practice* (74th ed.). Taxmann Publications.
3. Singhania, V. K., & Singhania, M. (2025). *Students' guide to income tax & GST* (73rd ed.). Taxmann Publications.
4. Ahuja, G., & Gupta, R. (2025). *Systematic approach to income tax* (2025 ed.). Commercial Law Publishers (India) Pvt. Ltd.
5. Mehrotra, H. C., & Goyal, S. P. *Income tax law and practice*. Sahitya Bhawan Publications.

E-Resources

1. Income Tax Department, Government of India – Income Tax Act, rules, notifications, circulars, and e-filing portal.
2. Central Board of Direct Taxes (CBDT) – Circulars, notifications, tax policy updates, and guidelines.
3. Ministry of Finance, Government of India – Union Budget, Finance Bills, and taxation policy.
4. Institute of Chartered Accountants of India (ICAI) – Study materials, taxation publications, guidance notes, and technical resources.

IV SEMESTER
ACCOUNTING AND TAXATION

Paper Code	Subjects	Total Instruction Hrs	Duration of Exam (Hrs)	Marks			Credits
				IA	Exam	Total	
4.1	Corporate Restructuring	**60**	**3**	**30**	**70**	**100**	4
4.2	Corporate Financial Reporting - II	**60**	**3**	**30**	**70**	**100**	4
4.3	Strategic Cost Management – II	**60**	**3**	**30**	**70**	**100**	4
4.4	Project Management	**60**	**3**	**30**	**70**	**100**	4
4.5	GST and Customs Duty	**60**	**3**	**30**	**70**	**100**	4
4.6	Dissertation	***	***	***	**100**	**100**	4
IV SEMESTER TOTAL OF CREDITS							**24**

Note: For Dissertation the marks allocation will be as follows:

Component	**Marks**
Report evaluation	70
Viva -Voce	30
Total	**100**

Name of the Course : Corporate Restructuring		
Course Code : 4.1	**Course Credits:** 4	**No. of Hours per week:** 4 Hrs.
CIE : 30 **SEE :** 70	**Total Marks :** 100	**Total No. of Teaching Hours:** 60 Hrs.

Course Description:

This course focuses on strategic initiatives undertaken by organizations to improve operational efficiency, financial performance, and long-term competitiveness. The course covers various forms of restructuring, including mergers, acquisitions, demergers, takeovers, joint ventures, strategic alliances, corporate valuation, financial restructuring, insolvency and bankruptcy, and regulatory frameworks. It enables students to evaluate restructuring strategies, assess their financial and legal implications, and support informed corporate decision-making in a dynamic business environment.

Course Objectives:

1. To provide a comprehensive understanding of the strategic, financial and managerial dimensions of mergers, acquisitions and corporate restructuring.
2. To develop the ability to identify and evaluate suitable merger, acquisition and restructuring strategies.
3. To impart practical knowledge of business valuation, synergy valuation, purchase consideration and share-exchange ratios.
4. To enable students to analyse the financial impact of mergers, acquisitions and corporate divestitures.
5. To familiarise students with the accounting, legal and regulatory framework governing mergers, acquisitions and takeovers in India.
6. To develop practical skills through numerical problems, case studies, due-diligence exercises and analysis of actual corporate transactions.

Course Outcomes:

On successful completion of the course, the student will be able to:

CO1: Explain the concepts, motives, theories and different forms of mergers, acquisitions and corporate restructuring.

CO2: Analyse merger and acquisition decisions from strategic, financial and stakeholder perspectives.

CO3: Apply appropriate valuation methods to determine business value, synergy value, purchase consideration and share-exchange ratios.

CO4: Evaluate the financial feasibility and impact of mergers and acquisitions through numerical and analytical techniques.

CO5: Examine the accounting, legal, taxation and regulatory requirements governing corporate combinations and takeovers.

CO6: Assess post-merger integration, financial distress, corporate turnaround and contemporary restructuring transactions through practical cases.

MODULE 1	Strategic Foundations of Mergers and Acquisitions	12 Hours

Concept, nature and significance of mergers and acquisitions; types of mergers - horizontal, vertical, conglomerate and reverse mergers; merger theories; strategic motives for mergers and acquisitions - operating, financial and managerial synergies, value creation, diversification and competitive advantage; strategic analysis of M&A decisions using industry life cycle, SWOT analysis and BCG Matrix; domestic and cross-border mergers; stakeholder impact; and recent trends in mergers and acquisitions.

Practical: Identification of merger types, analysis of synergies, strategic evaluation of M&A decisions and case studies of recent corporate mergers.

MODULE 2	Corporate Restructuring Strategies	14 Hours

Concept, objectives and forms of corporate restructuring; strategic, financial and operational restructuring; demergers, spin-offs, sell-offs, divestitures, equity carve-outs and slump sales; leveraged buyouts (LBOs), management buyouts (MBOs), joint ventures, strategic alliances and buy-back of shares; financial restructuring through capital restructuring, debt restructuring and recapitalisation; selection of appropriate restructuring strategies for value creation and corporate growth.
Practical: Analysis of restructuring alternatives, simple problems on buy-back and capital restructuring, preparation of restructuring plans and case studies of corporate restructuring

MODULE 3	Merger Process and Due Diligence	10 Hours

Merger and acquisition process; identification and evaluation of target companies; deal structuring, negotiation and transaction closure; due diligence - financial, legal, tax, commercial and operational; valuation of target companies; post-merger integration, synergy realization and performance evaluation; managerial, cultural and organisational challenges in mergers and acquisitions.
Practical: Preparation of a due diligence checklist, target company evaluation, analysis of post-merger integration issues and case studies on successful and failed mergers

MODULE 4	Valuation, Financing and Accounting for Mergers and Acquisitions	12 Hours

Business valuation approaches - asset-based, income-based and market-based methods; valuation of synergy; merger as a capital budgeting decision; methods of financing mergers -cash, shares and debt; determination of purchase consideration and share-exchange ratio; Earnings Per Share (EPS) analysis (accretion/dilution); accounting for business combinations under **Ind AS 103** and relevant provisions of the Companies Act, 2013.
Practical: Problems on business valuation, purchase consideration, share-exchange ratio, synergy valuation, merger NPV, EPS analysis and accounting for business combinations.

MODULE 5	Takeovers, Legal Framework and Contemporary Issues	12 Hours

Concept and types of takeovers; takeover strategies and takeover defence mechanisms; legal and regulatory framework governing mergers, acquisitions and takeovers under the Companies Act, 2013, SEBI (Substantial Acquisition of Shares and Takeovers) Regulations, Competition Act, 2002 and the role of the Competition Commission of India (CCI); corporate restructuring through the Insolvency and Bankruptcy Code (IBC), 2016; emerging trends in mergers, acquisitions and corporate restructuring.
Practical: Analysis of takeover cases, regulatory compliance checklist, identification of CCI and SEBI requirements, and case studies on recent mergers, acquisitions and insolvency resolution transactions.

SKILL DEVELOPMENT ACTIVITIES

- Analyze a real-life merger, acquisition, or demerger and evaluate its strategic and financial impact.
- Conduct a case study on financial restructuring, debt restructuring, or turnaround strategies of a distressed company.
- Compare the restructuring strategies adopted by companies across different industries and present the findings.
- Evaluate the impact of mergers and acquisitions on shareholder value using financial statement analysis.

BOOKS FOR REFERENCE

1. Damodaran, A. (2024). Corporate Finance: Theory and Practice (3rd ed.). John Wiley & Sons
2. Damodaran, A. (2012). Investment Valuation: Tools and Techniques for Determining the Value of Any Asset (3rd ed.). John Wiley & Sons.
3. Gaughan, P. A. (2024). Mergers, Acquisitions, and Corporate Restructurings (8th ed.). John Wiley & Sons.
4. DePamphilis, D. M. (2023). Mergers, Acquisitions, and Other Restructuring Activities (11th ed.). Academic Press.
5. Weston, J. F., Mitchell, M. L., & Mulherin, J. H. (2004). Takeovers, Restructuring, and

Corporate Governance (4th ed.). Pearson Education.

6. Ray, K. G. (2010). Mergers and Acquisitions: Strategy, Valuation and Integration. PHI Learning
7. Godbole, P. G. (2013). Mergers, Acquisitions and Corporate Restructuring. Vikas Publishing House.
8. Institute of Chartered Accountants of India (ICAI). Educational Material on Indian Accounting Standards (Ind AS 103 – Business Combinations) (Latest Edition).
9. Institute of Company Secretaries of India (ICSI). Corporate Restructuring, Insolvency, Liquidation and Winding-up (Latest Edition).

E-Resources

1. NPTEL – Mergers, Acquisitions and Corporate Restructuring (IIT Kharagpur)
2. Corporate Finance (IIT Kharagpur) – Covers financing decisions, valuation, capital structure, and restructuring finance.
3. Insolvency and Bankruptcy Law in India (NALSAR) – Focuses on IBC, CIRP, liquidation, and corporate resolution.
4. https://boslive.icai.org/sm_chapter_details.php?p_id=70&m_id=98-ICAI
5. Organization Development and Change in 21st Century (IIT Bombay) – Explains restructuring from an organizational and change-management perspective.

Name of the Course : Corporate Financial Reporting -II		
Course Code : 4.2	**Course Credits:** 4	**No. of Hours per week:** 4 Hrs.
CIE : 30 **SEE :** 70	**Total Marks :** 100	**Total No. of Teaching Hours:** 60 Hrs.

Course Description:

This course provides an understanding of corporate financial reporting, focusing on the preparation, presentation, analysis, and interpretation of financial statements in accordance with Indian Accounting Standards (Ind AS) and regulatory requirements. It covers consolidated financial statements, corporate disclosures, integrated reporting, sustainability reporting, and emerging reporting practices, enabling students to evaluate financial performance and support informed business decisions.

Course Objectives:

1. To enable students to interpret financial statements from the perspective of different stakeholders.
2. To provide knowledge of major financial statement disclosures under relevant Ind AS.
3. To develop understanding of accounting and reporting of financial instruments.
4. To equip students with the ability to prepare and analyse consolidated and separate financial statements.
5. To familiarise students with recent developments in financial reporting such as BRSR, ESG, Integrated Reporting, and Sustainability Reporting.

Course Outcomes:

On successful completion of the course, the student will be able to:

CO1: Interpret financial statements from the perspective of diverse stakeholders and analyze annual reports.

CO2: Explain and evaluate disclosure requirements for related party transactions, earnings per share, segment information, and interests in other entities as per applicable Ind AS.

CO3: Apply the principles of recognition, measurement, and presentation of financial instruments under Ind AS 32 and 39.

CO4: Prepare and interpret consolidated financial statements in accordance with Ind AS 110, including valuation of goodwill, non-controlling interest, and fair value of net assets.

CO5: Discuss and critically analyze emerging trends in financial reporting such as BRSR, Integrated Reporting, Triple Bottom Line, ESG, and CSR disclosures.

MODULE 1	**Interpret financial statements for different stakeholders**	**14 Hours**

Classification of stakeholders -Internal and External and their specific information needs, Interpretation Techniques for Different Stakeholders - Management perspective, Investor perspective, Creditor perspective, Employee perspective, Government/Regulator perspective, Analyst perspective, Contents of Annual Report, Analysis of published annual reports of companies, Role of AI and data analytics in interpreting financial statements, Limitations and Challenges in Financial Statement Interpretation.

MODULE 2	**Accounting for Business Combinations (Ind AS 103)**	**12 Hours**

Objective, Scope, Definitions, identifying a Business Combination, Identifying the Acquirer, Determining the Acquisition Date, Recognition Principles, Measurement Principles, Goodwill/Gain from Bargain Purchase, Disclosure Requirements. (Problems)

MODULE 3	**Accounting and Reporting of Financial Instruments**	**14 Hours**

Presentation of Financial Instruments (Ind AS 32) – Financial Assets, Financial Liabilities, Equity, Presentation of Financial Instruments. Initial Recognition of Financial Assets and Financial Liabilities; Classification of Financial Assets and Financial Liabilities; Initial Measurement and Subsequent Measurement of Financial Assets and Financial Liabilities. (Problems).

MODULE 4	Consolidated Financial Statements and Separate Financial Statements (Ind AS 110)	12 Hours
Introduction to consolidation; Concept of control, significant influence and joint control; Consolidation procedure for investments in subsidiaries, associates and joint ventures; Measurement of fair value of net assets; Non-controlling interest; Goodwill; Accounting and reporting of consolidated financial statements and separate financial statements; Disclosures with reference to Ind AS 110, Ind AS 27, Ind AS 28 and Ind AS 111.		
MODULE 5	**Developments in Financial Reporting**	**08 Hours**
Business Responsibility and Sustainability Reporting (BRSR) - Integrated Reporting - Triple Bottom Line Reporting - Environmental, Social, and Governance (ESG) Reporting - Climate-related Financial Disclosures (TCFD) - Corporate Social Responsibility Reporting.		

SKILL DEVELOPMENT ACTIVITIES

- Collect and analyse the annual report of a listed company from the perspective of investors, creditors, employees, and regulators.
- Prepare a report on key contents of an annual report of any selected company.
- Analyse related party disclosures, EPS, operating segment disclosures, and interest in other entities from a published annual report.
- Prepare a consolidation worksheet including goodwill, fair value of net assets, and non-controlling interest.
- Analyse consolidated financial statements of a listed company and identify subsidiaries, associates, and joint ventures.
- Prepare a short report on BRSR or ESG disclosure practices of an Indian company.

BOOKS FOR REFERENCE

1. Banka, A. J. (2015). Comprehensive guide to Ind AS implementation. CCH, Wolters Kluwer.
2. Kumar, P. (2016). Consolidation under Ind AS: IFRS converged standard. CCH, Wolters Kluwer.
3. Ghosh, T. P. (2011). IFRS for finance executives (2nd ed.). Taxmann Allied Services.
4. Garg, K. IFRS: Concepts and applications. Bharat Law House.
5. Kirk, R. J. (2009). IFRS: A quick reference guide. Elsevier.
6. Vijay Kumar, M. P. (n.d.). First lesson to International Financial Reporting Standards: Beginners guide. Prime Knowledge Services.
7. Gosain, S., & Gosain, R. (2018). Practical approach to Ind AS implementation: Illustrations, summary & comparisons (3rd ed.). Bloomsbury.

E-Resources

1. Financial Statement Analysis and Reporting (IIT Roorkee) – Most suitable for Corporate Financial Reporting–II, covering corporate financial statements, cash flow statements, financial reporting, and ratio analysis.
2. Financial Accounting (IIT Bombay) – Covers preparation and analysis of financial statements, accounting principles, and reporting.
3. Financial Accounting (IIT Mandi) – Focuses on understanding, preparing, and interpreting corporate financial reports.
4. Financial Accounting and Analysis (IIM Bangalore) – Emphasizes interpretation of financial statements and managerial decision-making using accounting information.

Name of the Course : Strategic Cost Management -II		
Course Code : 4.3	**Course Credits:** 4	**No. of Hours per week:** 4 Hrs.
CIE : 30 **SEE :** 70	**Total Marks :** 100	**Total No. of Teaching Hours:** 60 Hrs.

Course Description:

Strategic Cost Management is designed to provide an advanced understanding of cost management techniques used for strategic planning, pricing, performance evaluation, and competitive decision-making. The course covers pricing strategies, transfer pricing, learning curve theory, cost of quality and Total Quality Management, Balanced Scorecard, and benchmarking. It emphasizes the application of strategic cost management tools in improving organizational efficiency, profitability, quality, and long-term competitive advantage. The course also develops analytical and decision-making skills through numerical problems, case studies, and practical applications.

Course Objectives:

1. To understand the concepts and techniques of strategic cost management and pricing strategies for effective managerial decision-making.
2. To examine various transfer pricing methods and their application in domestic and international business situations.
3. To understand and apply Learning Curve Theory in cost estimation, pricing, and production planning.
4. To develop knowledge of Cost of Quality and Total Quality Management (TQM) for improving organizational efficiency and continuous improvement.
5. To understand and apply Balanced Scorecard and Benchmarking techniques for strategic performance measurement and competitive advantage.

Course Outcomes:

On successful completion of the course, the student will be able to:

CO1: Analyze various pricing methods and strategies and apply them to different business situations.
CO2: Apply appropriate transfer pricing techniques for managerial and international business decisions.
CO3: Apply Learning Curve Theory to estimate costs and support production, pricing, and planning decisions.
CO4: Evaluate quality costs and TQM practices to improve quality, reduce costs, and achieve continuous improvement.
CO5: Apply Balanced Scorecard and Benchmarking techniques to evaluate organizational performance and identify areas for strategic improvement.

MODULE 1	Pricing Strategies in Decision Making	14 Hours

Pricing strategies: Pricing policy, process, Role and methods: cost plus pricing, Marginal cost pricing, pricing for target rate of return, added value method of pricing, differential cost pricing going rate pricing, opportunity cost pricing, standard cost pricing, customary pricing, pricing strategy for Export oriented products, methods of export pricing, pricing strategies for new products, management accountant role in product pricing.

MODULE 2	Transfer Pricing	14 Hours

Transfer Pricing – meaning, necessity, Objectives, applications, Methods (Cost Based, Market Price Based and Negotiated Pricing), Advantages and Disadvantages, Criteria for setting Transfer Prices, Guiding Principles in the fixation of transfer prices, Transfer Price in different situations. International transfer pricing: meaning, factors affecting international transfer pricing.

MODULE 3	Learning Curve Theory	08 Hours

Introduction, meaning and definition of learning curve, phases in learning curve, applications of learning curve, factors affecting learning curve, comparison between learning curve and experience curve.

MODULE 4	**Cost of Quality and TQM**	**12 Hours**
Definition, classification of quality costs, cost of Conformance, Prevention costs, appraisal costs, cost of Non-conformance, optimization of quality cost, TQM Core concepts of TQM, Benefits of TQM. TQM – basics, stages, principles, control, corrective actions, PRAISE- steps, problems, implementation Cost of quality report Continuous process improvement.		
MODULE 5	**Balanced Scorecard and Benchmarking**	**12 Hours**
BSC: Introduction, drawback of traditional financial measures, attributes to good performance measurement system, concept of balanced score card, perspectives of B.SC and implementation of Balanced score Card, case studies on BSC. Benchmarking – Concepts, Benchmarking process, Impact on Indian Industry, Types of Benchmarking. Integration of strategic cost management with performance evaluation - Relationship between Strategic Cost Management and Performance Evaluation, business process re-engineering, benchmarking.		

SKILL DEVELOPMENT ACTIVITIES

- Select a manufacturing or service organization and identify its activities, cost pools, and cost drivers.
- Prepare a report explaining how effective cost driver management can improve organizational performance.
- Compare the operational and cost performance of two organizations within the same industry.
- Design a Balanced Scorecard for a selected organization

BOOKS FOR REFERENCE

1. Ravi. M. Kishore, Cost Management, Taxman, Allied Services (p) Ltd.,
2. Sharma &Shashi. K Gupta (2012) Cost & Management Accounting Kalyani Publishers
3. Arora M N – (2012) A Text book of Cost & Management Accounting, Vikas Publishing, New Delhi
4. Lal Jawahar, Srivastava Seema. (2013) Cost Accounting, 5thEdition, Tata Mcgraw-Hill, Delhi
5. S.K.R. Paul, Management Accounting, New Central Book Agency Private Ltd., Calcutta.
6. Horngren T. Charles, Datar M. Srikant and Rajan V. Madhav. (2014) Cost Accounting: A Managerial Emphasis, 15th Edition, Prentice Hall publishers, Delhi
7. Cowe, R. (1988). Handbook of management accounting (2nd ed.). Gower.
8. Mukherjee, S., & Roychowdhury, A. P. Advanced cost and management accountancy. New Central Book Agency.
9. Brown, J. L., & Howard, L. R. (1965). Principles of management accountancy. Macdonald & Evans.
10. Shank, J. K. (2006). Cases in cost management: A strategic emphasis. Thomson South-Western.

E-Resources

1. Fundamentals of Cost Accounting (ICMAI) – Best for costing techniques and strategic cost concepts.
2. Cost Accounting (IIT Bombay) – Covers CVP analysis, budgeting, standard costing and decision-making.
3. Management Accounting (IIT Roorkee) – Excellent for strategic cost management, performance measurement and management control systems.
4. https://www.icai.org/post/19391?utm
5. Fundamentals of Cost Accounting (ICMAI)

Name of the Course : Project Management		
Course Code : 4.4	**Course Credits:** 4	**No. of Hours per week:** 4 Hrs.
CIE : 30 **SEE :** 70	**Total Marks :** 100	**Total No. of Teaching Hours:** 60 Hrs.

Course Description:

Project Management is a comprehensive understanding of the principles, tools, and techniques involved in planning, executing, monitoring, and controlling projects. The course focuses on the strategic and managerial aspects of projects, including project identification, feasibility analysis, project planning, scheduling, resource allocation, budgeting, risk management, quality management, and project evaluation. It also develops students' ability to apply project management techniques to business, financial, and entrepreneurial projects. Emphasis is placed on practical applications, decision-making, teamwork, leadership, and the use of modern project management tools for successful project completion.

Course Objectives:

1. Understand project management concepts and frameworks.
2. Plan, execute, monitor and control projects.
3. Apply project management tools for business, finance and consulting projects.
4. Manage project risks, quality, stakeholders and resources.
5. Understand Agile, Hybrid and Digital Project Management.
6. Use AI and analytics in project planning and monitoring

Course Outcomes:

On successful completion of the course, the student will be able to:

CO1: Explain the concepts, principles, characteristics, and importance of project management in business organizations.

CO2: Identify and evaluate project opportunities through project formulation, feasibility analysis, and project appraisal.

CO3: Apply project planning and scheduling techniques such as Work Breakdown Structure (WBS), Gantt charts, PERT, and CPM for effective project execution.

CO4: Analyze project costs, budgets, resources, and financial requirements and make appropriate managerial decisions.

CO5: Apply project management concepts and techniques to real-world business and organizational projects

MODULE 1	**Project Management Foundations and Project Initiation**	**14 Hours**

Introduction to Project Management, Characteristics of Projects, Project Life Cycle, Project Management Process Groups, Project Management Knowledge Areas, Strategic Importance of Project Management, Project Selection Techniques, Project Feasibility Analysis (Technical, Financial, Economic, Operational, Legal) Business Case Preparation, Project Charter, Project Governance, Project Management Office (PMO), Project Portfolio Management, Program Management, Role of Project Manager, Leadership and Ethics in Project Management, Traditional, Agile and Hybrid Project Management (Introduction).
Practical - Prepare Project Charter, Feasibility Study, Project Selection Case Study

MODULE 2	**Project Planning and Scheduling**	**12 Hours**

Scope Management - Scope Statement, Work Breakdown Structure (WBS), Responsibility Assignment Matrix (RAM), Organizational Breakdown Structure (OBS), Project Scheduling, Gantt Charts, Network Analysis – CPM, PERT, Critical Chain Method (Concept), Resource Allocation, Resource Levelling, Cost Estimation, Project Budgeting, Procurement Planning, Microsoft Project / Primavera (Conceptual Overview), AI-assisted Project Planning.
Practical - WBS preparation, CPM & PERT Problems, Gantt Chart, Resource Allocation Exercise

MODULE 3	Project Execution, Monitoring and Risk Management	12 Hours
Project Execution - Team Formation, Team Leadership, Communication Management, Stakeholder Management, Conflict Resolution, Project Monitoring and Control, Earned Value Management (EVM), Performance Measurement, Project Risk Management, Risk Identification, Risk Assessment, Risk Matrix, Risk Response Strategies, Contingency Planning, Change Management, Project Documentation. **Practical -** Risk Register, Stakeholder Analysis, Earned Value Problems , Project Dashboard		
MODULE 4	**Project Quality, Procurement and Closure**	**10 Hours**
Project Quality Management - Quality Planning, Quality Assurance, Quality Control, Continuous Improvement, Procurement Management, Vendor Selection, Contract Management, Types of Project Contracts, Project Audits, Project Closure, Post-Implementation Review, Lessons Learned, Knowledge Management, Project Documentation, Project Success and Failure Factors. **Practical -** Quality Audit Checklist, Procurement Evaluation, Project Closure Report.		
MODULE 5	**Contemporary Project Management**	**12 Hours**
Agile Project Management - Scrum Framework, Kanban, Hybrid Project Management, Lean Project Management, Digital Project Management, AI in Project Management, Data Analytics for Project Monitoring, Dashboard Reporting, Sustainability in Projects, ESG in Project Management, Industry 4.0 Projects, ERP Implementation Projects, Business Process Reengineering Projects, Virtual Project Teams, Global Project Management, Emerging Trends in Project Management. **Practical -** Agile Project Simulation, Scrum Sprint Planning, Dashboard Preparation, Digital Transformation Case Study		

SKILL DEVELOPMENT ACTIVITIES

- Prepare a Project Charter.
- Conduct a Project Feasibility Study.
- Develop a Work Breakdown Structure.
- Prepare Gantt Charts.
- Solve CPM and PERT problems.
- Develop Project Budgets.
- Prepare a Risk Register.
- Conduct Stakeholder Analysis.
- Prepare an Earned Value Management report.
- Design a Project Dashboard.
- Prepare a Project Closure Report.
- Present a live project case study.

BOOKS FOR REFERENCE

1. Gray, C. F., & Larson, E. W. (2021). Project management: The managerial process (8th ed.). McGraw Hill.
2. Meredith, J. R., Shafer, S. M., & Mantel, S. J., Jr. (2017). Project management: A managerial approach (9th ed.). Wiley.
3. Kerzner, H. (2022). Project management: A systems approach to planning, scheduling, and controlling (13th ed.). Wiley.
4. Chandra, P. (2019). *Projects:* Planning, analysis, selection, financing, implementation, and review (9th ed.). McGraw Hill Education.
5. Larson, E. W., Gray, C. F., Sirisomboonsuk, P., & Joshi, R. (2025). Project management: A socio-technical approach (9th ed.). McGraw Hill.
6. Meredith, J. R., Shafer, S. M., & Mantel, S. J., Jr. (2021). Project management: A managerial approach (11th ed.). Wiley.
7. Kerzner, H. (2025). Project management: A systems approach to planning, scheduling, and controlling (14th ed.). John Wiley & Sons.

8. Chandra, P. (2023). Projects: Planning, analysis, selection, financing, implementation, and review (10th ed.). McGraw Hill Education.

E-Resources

1. **PMI – Project Management Institute** – Project management standards, frameworks, articles, and professional resources
2. MIT OpenCourseWare – Free course materials covering management, operations, and related subjects.
3. NPTEL – Indian higher-education lectures and courses on project management, operations, finance, and management.
4. SWAYAM – Online courses and learning materials from Indian universities and institutions.
5. Microsoft Project resources – Tutorials and guidance for project planning, scheduling, and resource management

Name of the Course : GST and Customs Duty		
Course Code : 4.5	**Course Credits:** 4	**No. of Hours per week:** 4 Hrs.
CIE : 30 **SEE :** 70	**Total Marks :** 100	**Total No. of Teaching Hours:** 60 Hrs.

Course Description:

This course aims to develop a systematic understanding of the conceptual, legal, and procedural aspects of Goods and Services Tax (GST) and Customs Duty in India. It examines the structure of GST, including levy, supply, valuation, input tax credit, and statutory compliance. The course also analyses customs law with respect to classification, valuation, and assessment of import and export duties. Emphasis is placed on interpreting tax provisions and applying them to practical business situations. On completion, students will be able to comply with indirect tax regulations and support decision-making in taxation and trade practices

Course Objectives:

1. To understand the basic concepts of indirect taxation and provide comprehensive knowledge of Goods and Services Tax (GST) and Customs Duty Laws in India.
2. To understand the legal and procedural aspects of GST and Customs laws.
3. To analyze the practical aspects of GST compliance and Customs procedures.
4. To equip students with the skills to interpret and apply GST and Customs legislation for business decision-making.

Course Outcomes:

On successful completion of the course, the student will be able to:

CO1: Understand the constitutional and legal framework of GST.
CO2: Analyze GST procedures relating to registration, levy, and supply.
CO3: Compute GST liability and input tax credit.
CO4: Prepare GST returns and understand assessment procedures.
CO5: Examine GST implications in special transactions and international trade

MODULE 1	**Introduction and Constitutional Framework of GST**	**10 Hours**

Introduction to Indirect Taxes - Meaning and features of indirect taxes, Direct tax vs indirect tax, Evolution of indirect taxation in India, Shortcomings of the pre-GST tax regime, Concept and objectives of GST, Advantages and challenges of GST.
Constitutional Amendment for GST- Features of the Constitution (101st Amendment) Act, GST Council – constitution, powers, and functions, Important definitions under GST Act.
Structure of GST - Dual GST model, CGST, SGST/UTGST, IGST, Destination-based tax system, Taxes subsumed under GST, GST rates and slabs, GSTN (Goods and Services Tax Network).
Levy and Collection of GST - Taxable event under GST, Levy and collection provisions.

MODULE 2	**Registration and Supply under GST**	**14 Hours**

Registration - Persons liable for registration, Threshold limits, Compulsory registration, Voluntary registration, Procedure for registration, Amendment and cancellation of registration, Composition scheme.
Concept of supply – Meaning, scope and essentials of supply, Supply of goods vs supply of services, Schedule I, II, and III of CGST Act, Time of supply of goods and services, Place of supply provisions.
Types of Supply - Composite Supply and Mixed supply.
Value of supply - Transaction value, Inclusions and exclusions, Valuation rules, Discounts and subsidies, Related party transactions.
Documentation - Tax invoice, Bill of supply, Debit note and credit note, E-way bill system, Maintenance of accounts and records

MODULE 3	**Input Tax Credit and GST Computation**	**14 Hours**

Input Tax Credit (ITC) - Meaning and objectives of ITC, Eligibility and conditions for claiming ITC, Blocked credits, Apportionment of ITC, Reversal and recovery of ITC.

Utilization of ITC - Order of utilization of ITC, Cross-utilization rules, Electronic credit ledger, electronic cash ledger.
Computation of GST Liability - Computation of taxable turnover, GST computation for intra-state and inter-state supplies, Computation under composition scheme, Practical problems on GST computation
Payment of GST - Modes of payment, Interest, penalty, and late fees, electronic payment systems.

MODULE 4	**GST Returns, Assessment and Audit**	**12 Hours**

GST Returns - Types of GST returns, GSTR-1, GSTR-3B, GSTR-9, Filing -procedures, Due dates and late filing consequences, Matching, reconciliation, and rectification.
Assessment under GST - Types of assessment, Self-assessment, Provisional assessment, Best judgment assessment, Scrutiny assessment.
Audit and Inspection - Audit under GST, Departmental audit, Special audit, Inspection, search, seizure, and arrest, Offences and penalties.
Appeals and Advance Ruling - Appellate authorities, Goods and Services Tax Appellate Tribunal (GSTAT), Appeal procedures, Advance ruling mechanism, Anti-profiteering provisions.

MODULE 5	**Customs Duty**	**10 Hours**

Concept of Customs Duty and its Constitutional Authority; Types of Customs Duty; Valuation of Goods under Customs; Import - Export Documentation & Procedure; Warehousing under Customs; Duty Drawback Scheme and Export Promotion Schemes.

SKILL DEVELOPMENT ACTIVITIES

- GST Registration and Compliance Exercise
- GST Return Filing Simulation
- Analyze recent GST or Customs case laws decided by the GST Appellate Authority, High Courts, or the Supreme Court.
- Prepare a comprehensive GST compliance report for a hypothetical business

BOOKS FOR REFERENCE

1. Datey, V. S. (2026). GST & indirect taxes*: Law and practice*. Taxmann Publications.
2. Jain, R. K. (2026). GST law manual (26th ed., 2 vols.). Centax Publications.
3. Taxmann Editorial Board. (2026). *GST manual with GST law guide & digest of landmark rulings* (27th ed., 2 vols.). Taxmann Publications.
4. Datey, V. S. (2026). GST ready reckoner. Taxmann Publications.
5. Bangar, V., & Bangar, Y. (2026). GST law and practice. Aadhya Prakashan.
6. Jain, R. K. (2026). Customs law, practice and procedure. Centax Publications.
7. Institute of Cost Accountants of India. (2026). Study material on goods and services tax. The Institute of Cost Accountants of India.
8. Central Board of Indirect Taxes and Customs. (2026). GST Acts, rules, notifications and circulars. Government of India.

E-Resources

1. **SWAYAM – UGC (CEC),** Indirect Tax Law, Dr. Shankar S. Sodha
2. **SWAYAM – UGC,** GST – The Basics of Goods and Services Tax, Dr. Alice Mani
3. **SWAYAM – IGNOU,** Introduction to GST, Prof. Anirban Ghosh
4. **SWAYAM – UGC (CEC),** Indirect Taxes and Customs Duty, Prof. Subrata Kumar Dey
5. **SWAYAM – IGNOU,** GST and Customs Procedures

III SEMESTER
FINANCE AND BANKING

Paper Code	Subjects	Total Instruction Hrs	Duration of Exam (Hrs)	Marks			Credits
				IA	Exam	Total	
3.1	Intellectual Property Rights	**60**	**3**	**30**	**70**	**100**	4
3.2	Forensic Accounting and Audit	**60**	**3**	**30**	**70**	**100**	4
3.3	Strategic Financial Management	**60**	**3**	**30**	**70**	**100**	4
3.4	Security Analysis and Portfolio Management	**60**	**3**	**30**	**70**	**100**	4
3.5	International Financial Management	**60**	**3**	**30**	**70**	**100**	4
3.6	Open Elective – Entrepreneurship & Start Ups	**60**	**3**	**30**	**70**	**100**	4
	Certificate Course	***	***	**50**	***	**50**	2
III SEMESTER TOTAL OF CREDITS							**26**

Name of the Course : Intellectual Property Rights		
Course Code : 3.1	**Course Credits:** 4	**No. of Hours per week:** 4 Hrs.
CIE : 30 **SEE :** 70	**Total Marks :** 100	**Total No. of Teaching Hours:** 60 Hrs.

Course Description:

This course provides a comprehensive understanding of Intellectual Property Rights (IPR) and their significance in the knowledge-driven economy. It introduces the legal and institutional framework governing patents, copyrights, trademarks, industrial designs, geographical indications, trade secrets, and related rights. The course emphasizes the role of IPR in fostering innovation, entrepreneurship, research commercialization, and business competitiveness. It also explores contemporary issues such as digital copyright, artificial intelligence, biotechnology, and international IPR regimes, enabling students to appreciate the strategic importance of intellectual property in academia and industry.

Course Objectives:

1. To understand the concepts, principles, and legal framework of Intellectual Property Rights at national and international levels.
2. To identify various forms of intellectual property and their application in business, research, innovation, and creative industries.
3. To analyze the procedures for protection, registration, enforcement, licensing, and commercialization of intellectual property assets.
4. To evaluate contemporary issues and challenges in intellectual property, including digital technologies, artificial intelligence, biotechnology, and global trade.
5. To develop the ability to manage and protect intellectual property strategically for innovation, entrepreneurship, and sustainable economic growth.

Course Outcomes:

On successful completion of the course, the student will be able to:

CO1: Explain the concepts, significance, and legal framework of Intellectual Property Rights.
CO2: Distinguish between different forms of intellectual property and their scope of protection.
CO3: Apply the procedures for obtaining, managing, licensing, and enforcing intellectual property rights.
CO4: Analyze intellectual property issues in business, research, innovation, and the digital economy using relevant legal provisions.
CO5: Demonstrate the ability to develop intellectual property strategies that support innovation, entrepreneurship, and ethical business practices.

MODULE 1	Introduction to Management & IPR	14 Hours

Management & IPR, Introduction and the need for intellectual property right (IPR) - Kinds of Intellectual Property Rights: Patent, Copyright, Trade Mark, Design, Geographical Indication, Plant Varieties and Layout Design – Genetic Resources and Traditional Knowledge – Trade Secret - Nature of Intellectual Property

- Industrial Property - Technological Research, Inventions and Innovations – Important examples of IPR. - IPR in India. Genesis and development – IPR in abroad - Major International Instruments concerning Intellectual Property Rights: Paris Convention, 1883, Berne Convention, 1886, Universal Copyright Convention, 1952, WIPO Convention, 1967, Patent Co- operation Treaty, 1970, TRIPS Agreement, 1994 and others.

MODULE 2	Registration & Laws of IPR	12 Hours

Meaning and Practical aspects of registration of IPRs in India and Abroad**:** Registration Process in India, Office of the Controller General of Patents, Designs & Trade Marks (CGPDTM), National IPR Policy – Features. Laws of IPR: Patents Act, 1970, Trade Mark Act, 1999, The Designs Act, 2000, The Geographical Indications of Goods (Registration and Protection) Act, 1999, Copyright Act, 1957, The Protection of Plant Varieties and Farmers' Rights Act, 2001, The Semi-Conductor Integrated, The Circuits

Layout Design Act, 2000, Aesthetic Values and Trade Secrets , Utility Models and others. Personal Data Protection Bill 2019. Career Opportunities in IPR.		
MODULE 3	**Patents & Copy Rights**	**14 Hours**
Patents - Elements of Patentability: Novelty, Non- Obviousness (Inventive Steps), Industrial Application - Non - Patentable Subject Matter - Registration Procedure, Rights and Duties of Patentee, Assignment and licence, Restoration of lapsed Patents, Surrender and Revocation of Patents, Infringement, Remedies & Penalties - Patent office and Appellate Board. Nature of Copyright - Subject matter of copyright: original literary, dramatic, musical, artistic works; cinematograph films and sound recordings - Registration Procedure, Term of protection, Ownership of copyright, Assignment and licence of copyright - Infringement, Remedies & Penalties – Related Rights - Distinction between related rights and copyrights.		
MODULE 4	**Trade Marks & others**	**12 Hours**
Concept of Trademarks - Different kinds of marks (brand names, logos, signatures, symbols, well known marks, certification marks and service marks) - Non-Registrable Trademarks - Registration of Trademarks - Rights of holder and assignment and licensing of marks - Infringement, Remedies & Penalties - Trademarks registry and appellate board. Plant Variety Protection & Layout Design Protection: Registration procedure.		
MODULE 5	**Design & Geographical Indicators (GI)**	**08 Hours**
Design: meaning and concept of novel and original - Procedure for registration, effect of registration and term of protection. Geographical indication: meaning, and difference between GI and trademarks - Procedure for registration, effect of registration and term of protection.		

SKILL DEVELOPMENT ACTIVITIES

- Identify and classify trademarks of well-known Indian and international companies. Analyze the type of trademark protection and its significance.
- Study a recent copyright infringement case and present the legal issues, judgment, and implications.
- Prepare a flowchart explaining the procedure for registering a patent, trademark, copyright, or geographical indication in India.
- Analyze a real-world case involving patent disputes, trademark infringement, or intellectual property commercialization and present the findings.

BOOKS FOR REFERENCE

1. Nithyananda, K V. (2019). Intellectual Property Rights: Protection and Management. India, IN: Cengage Learning India Private Limited.
2. 2. Neeraj, P., & Khusdeep, D. (2014). Intellectual Property Rights. India, IN: PHI learning Private Limited.
3. Ahuja, V K. (2017). Law relating to Intellectual Property Rights. India, IN: Lexis Nexis.
4. Subramanian, N., & Sundararaman, M. (2018). Intellectual Property Rights – An Overview. Retrieved from http://www.bdu.ac.in/cells/ipr/docs/ipr-eng-ebook.pdf
5. World Intellectual Property Organisation (https://www.wipo.int/about-ip/en/)
6. Office of the Controller General of Patents, Designs & Trademarks (http://www.ipindia.nic.in/)
7. Journal of Intellectual Property Rights (JIPR): NISCAIR
8. Deborah E. Bouchoux, ―Intellectual Property: The Law of Trademarks, Copyrights, Patents and Trade Secrets‖, Cengage Learning, Third Edition, 2012.
9. Prabuddha Ganguli,‖Intellectual Property Rights: Unleashing the Knowledge Economy‖,McGraw Hill Education, 2011.
10. Edited by Derek Bosworth and Elizabeth Webster, The Management of Intellectual

Property,Edward Elgar Publishing Ltd., 2013.

11. V. Scople Vinod, Managing Intellectual Property, Prentice Hall of India pvt Ltd, 2012

12. S. V. Satakar, ―Intellectual Property Rights and Copy Rights, Ess Ess Publications, New Delhi,2002

13. Trott, P., Innovation Management and New Product Development, Financial Times, Pitman Publishing, GB, 1998

14. Sreedharan, S. K. (2008). An introduction to intellectual asset management. Wolters Kluwer.

15. Sullivan, P. H. (1998). Profiting from intellectual capital: Extracting value from innovation. John Wiley & Sons. Rastogi, T. (2010). IP audit: Way to a healthy organization. Journal of Intellectual Property Rights, 15(4), 302–309.

16. Smith, G. V., & Parr, R. L. (2000). Valuation of intellectual property and intangible assets (3rd ed.). John Wiley & Sons.

17. Berman, B. (Ed.). (2008). From assets to profits: Competing for IP value and return. John Wiley & Sons.

E-Resources

1. World Intellectual Property Organization-Global IP laws, treaties, patents, trademarks, and educational materials.
2. National Intellectual Property Awareness Mission-IPR awareness programs, learning modules, and educational materials.
3. SWAYAM-Free online courses related to Intellectual Property Rights.
4. Office of the Controller General of Patents, Designs and Trade Marks-Indian patent, trademark, design, and geographical indication databases.
5. World Trade Organization (TRIPS Agreement)-Information on the Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS).

Name of the Course : Forensic Accounting and Auditing		
Course Code : 3.2	**Course Credits:** 4	**No. of Hours per week:** 4 Hrs.
CIE : 30 **SEE :** 70	**Total Marks :** 100	**Total No. of Teaching Hours:** 60 Hrs.

Course Description:

This course provides an in-depth understanding of forensic accounting and forensic auditing as essential tools for detecting, investigating, and preventing financial fraud. It covers the principles, techniques, and legal aspects of fraud examination, financial statement manipulation, digital forensics, corporate governance, and forensic investigations. The course emphasizes the application of forensic accounting techniques in fraud risk assessment, evidence collection, litigation support, and regulatory compliance. Students will develop analytical, investigative, and ethical decision-making skills required addressing financial crimes and strengthening organizational governance.

Course Objectives:

1. To understand the concepts, principles, and scope of forensic accounting and forensic auditing in the prevention and detection of financial fraud.
2. To identify various types of financial crimes, fraud schemes, earnings manipulation, and corporate misconduct using forensic accounting techniques.
3. To apply forensic investigation tools, digital forensic methods, and auditing procedures to collect, analyze, and interpret financial evidence.
4. To evaluate the role of corporate governance, internal controls, regulatory compliance, and legal frameworks in preventing financial fraud.
5. To develop professional competence in fraud risk assessment, forensic reporting, litigation support, and ethical decision-making.

Course Outcomes:

On successful completion of the course, the student will be able to:

CO1: Explain the concepts, principles, and significance of forensic accounting and forensic auditing.

CO2: Detect and analyze financial frauds, accounting irregularities, and financial statement manipulations using forensic techniques.

CO3: Apply forensic investigation procedures, data analytics, and auditing tools to examine financial evidence.

CO4: Evaluate fraud risks, internal control systems, and governance mechanisms to recommend preventive measures.

MODULE 1	**Introduction to Forensic Accounting and Fraud Examination**	**12 Hours**

Meaning, Nature and Scope of Forensic Accounting, Evolution and Emerging Importance of Forensic Accounting, Role and Responsibilities of the Professional Forensic Accountant, Skills and Competencies Required for Forensic Accountants, Responsibilities of Accounting Investigators and Auditors, Difference between Traditional Audit and Forensic Accounting

Fraud: Concept and Classification: Meaning and Characteristics of Fraud**,** Fraud Triangle, Fraud Diamond and Fraud Pentagon Theories**,** Fraud Cycle and Stages of Fraud Types of Fraud: Bank Frauds, Corporate Frauds**,** Insurance Frauds**,** Cyber Frauds, Securities and Investment Frauds, Consumer Frauds, Payroll and Procurement Frauds**,** Traits, Behavioural Patterns and Psychological Profile of Fraudsters, Targets and Victims of Fraudsters, AML, Anti Bribery and corruption Act, Benami Transactions Act, Fugitive economic offenders Act, White collar crime.

Case Studies (National & International): Satyam Computer Services Accounting Scandal, Punjab National Bank Fraud Case**,** Harshad Mehta Securities Scam**,** Enron Scandal WorldCom Accounting Scandal, Bernie Madoff Ponzi Scheme **,**Wire card Scandal

MODULE 2	Fraud Detection Techniques and Financial Statement Analysis	14 Hours

Fraud Detection Techniques: Fraud Detection Frameworks and Models ,Effective Information Gathering and Evidence Collection Methods, Fraud Risk Indicators and Red Flags, Professional Analytical Procedures and Techniques, Data Analytics in Fraud Detection
Financial Statement Fraud Analysis: Meaning and Nature of Financial Statement Fraud, Manipulation of Revenue Recognition, Expense and Liability Manipulation, Window Dressing and Creative Accounting Practices
Analytical Techniques for Fraud Detection: Ratio Analysis for Fraud Detection: Liquidity Ratios, Profitability Ratios, Solvency Ratios, Efficiency Ratios, Comparative Financial Statement Analysis, Horizontal Analysis, Vertical Analysis, Trend Analysis, Cash Flow Analysis Benford's Law and Digital Analysis
Practical Problems and Applications: practical problems involving: Identification of **Red Flags** and **Green Flags** using: Income Statement Analysis Balance Sheet Analysis, Ratio Analysis, Horizontal and Vertical Analysis, Cash Flow Analysis, Detection of fictitious revenue, concealed liabilities and abnormal trends, Interpretation of manipulated financial statements, Case-based numerical problems and mini forensic audit assignments
Case Studies: Toshiba Accounting Scandal, IL&FS Financial Crisis, Lehman Brothers Repo 105 Scandal

MODULE 3	Fraud Risk Assessment and Fraud Prevention	12 Hours

Fraud Risk Assessment: Meaning and Objectives of Fraud Risk Assessment, Profiling Fraudsters and Behavioural Indicators, Organisational Fraud Profiling Methods, Fraud Risk Identification and Evaluation, Internal Control Weaknesses and Risk Exposure, Risk Assessment Factors in Different Industries, Fraud Risk Matrix and Risk Scoring Techniques Best Practices in Fraud Risk Management, COSO Framework, ISO 37001.
Fraud Prevention and Governance: Meaning and Importance of Fraud Prevention, Fraud Prevention Frameworks and Policies, Role of Corporate Governance in Fraud Prevention, Whistleblower Mechanisms and Ethics Policies, Internal Controls and Compliance Systems, Combating Actual Instances of Fraud, Role of Technology and Artificial Intelligence in Fraud Prevention
Practical Applications: Preparation of Fraud Risk Assessment Reports, Identification of organisational vulnerabilities, Designing preventive controls and fraud mitigation strategies Evaluation of internal control effectiveness
Case Studies: Wells Fargo Fake Accounts Scandal, Kingfisher Airlines Financial Crisis

MODULE 4	Forensic Audit	10 Hours

Introduction to Audit and Forensic Audit: Meaning and Objectives of Audit, Types and Stages of Audit, Meaning and Scope of Forensic Audit, Significance and Advantages of Forensic Audit, Need and Objectives of Forensic Audit, Forensic Audit vis-à-vis Traditional Audit, Fraud Investigation and Forensic Audit Relationship
Forensic Audit Process: Planning and Conducting Forensic Audits, Collection and Preservation of Evidence, Documentation Standards and Working Papers, Interview Techniques and Interrogation Methods, Reporting of Forensic Audit Findings, Legal Admissibility of Evidence
Applications of Forensic Audit: Banking Sector, Insurance Sector, Corporate Sector, Government and Public Sector Organisations, Digital and Cyber Environments
Case Studies: NSEL Scam, Olympus Accounting Scandal

MODULE 5	Audit Investigations and Forensic Technology	12 Hours

Audit Investigations: Tools and Techniques for Handling Forensic Audits, Forensic Audit Thinking (Thinking Forensically), Investigation Planning and Investigation Mechanisms, Types and Methods of Investigations, Finding Facts and Conducting Investigations.
Technology in Forensic Auditing: Appropriate Use of Technology in Forensic Audits, Computer Assisted Auditing Techniques (CAATs), Computer Assisted Audit Tools and Techniques (CAATTs), Generalized Audit Software (GAS), Common Software Tools (CST), Digital Evidence Collection and Cyber Forensics, Artificial Intelligence, Machine Learning and Block chain in Fraud Detection.
Red Flags and Green Flags Analysis: Financial Red Flags in: Revenue Recognition, Expense Reporting,

Inventory Valuation, Related Party Transactions, Cash Flow Manipulation, Green Flags indicating sound governance and ethical reporting.
SKILL DEVELOPMENT ACTIVITIES • Mini forensic audit projects • Investigation report preparation • Spreadsheet-based fraud analytics exercises • Financial statement interpretation assignments • Red Flag and Green Flag identification exercises using real and simulated financial data • Case analysis presentations on landmark fraud investigations
BOOKS FOR REFERENCE **1.** Institute of Chartered Accountants of India. *Study on forensic accounting and fraud prevention*. **2.** Institute of Company Secretaries of India. *Study material on forensic audit*. **3.** Kranacher, M.-J., Riley, R., & Wells, J. T. (2024). *Forensic accounting and fraud examination* (3rd ed.). Wiley. The 3rd edition was published in 2024. **4.** Kass-Shraibman, F., & Sampath, V. S. (2011). *Forensic accounting for dummies*. John Wiley & Sons. Wiley lists this as the first edition, published in January 2011. **5.** Golden, T. W., Skalak, S. L., Clayton, M. M., & Pill, J. S. (2011). *A guide to forensic accounting investigation* (2nd ed.). John Wiley & Sons.
E-Resources: 1. Institute of Chartered Accountants of India (ICAI) – Standards on Auditing (SAs), forensic accounting publications, guidance notes, and certificate courses. 2. Internet Crimes and Cyber Security (NALSAR – SWAYAM) – Covers cyber fraud, digital evidence, identity theft, and cyber investigations relevant to forensic accounting. 3. Financial Accounting (IIT Bombay – NPTEL) – Includes financial statement interpretation and case-based analysis useful for fraud detection. 4. Association of Certified Fraud Examiners (ACFE) – Resources on fraud prevention, forensic accounting, white papers, and webinars.

Name of the Course : Strategic Financial Management		
Course Code : 3.3	**Course Credits:** 4	**No. of Hours per week:** 4 Hrs.
CIE : 30 **SEE :** 70	**Total Marks :** 100	**Total No. of Teaching Hours:** 60 Hrs.

Course Description:

The Course focuses on the application of financial principles to strategic business decision-making. The course covers financial planning, investment and financing strategies, corporate valuation, mergers and acquisitions, risk management, capital restructuring, dividend policy, international financial management, and value-based management. It equips students with analytical and strategic skills to evaluate financial alternatives, optimize resource allocation, and enhance shareholder value in a dynamic global business environment.

Course Objectives:

1. To understand the role of strategic financial management in achieving organizational objectives and maximizing shareholder value.
2. To apply advanced financial techniques to investment, financing, dividend, and corporate restructuring decisions.
3. To evaluate financial strategies using corporate valuation, risk analysis, and capital budgeting tools.
4. To analyze strategic financial decisions in domestic and international business environments.
5. To develop value-based financial strategies that support sustainable growth and long-term organizational success.

Course Outcomes:

On successful completion of the course, the student will be able to:

CO1: Explain the concepts, objectives, and strategic role of financial management in corporate decision-making.

CO2: Apply advanced financial tools and techniques to investment, financing, dividend, and capital structure decisions.

CO3: Evaluate corporate valuation, mergers and acquisitions, financial restructuring, and risk management strategies.

CO4: Analyze strategic financial issues in national and international business environments using appropriate financial models.

CO5: Formulate value-maximizing financial strategies that enhance organizational performance, competitiveness, and sustainable growth.

MODULE 1	**Financial Policy and Strategic Planning**	**12 Hours**

Introduction to Strategic Financial Management – Financial Policy: Meaning, Scope and Objectives – Strategic Planning Process – Vision, Mission, Goals and Financial Strategy – Corporate Planning and Strategic Financial Decision Making – Financial Planning Process – Types of Financial Plans – Financial Forecasting – Financial Modelling: Meaning, Objectives, Process, Types, Tools and Techniques – Applications, Uses and Limitations of Financial Models – Role of Artificial Intelligence and Data Analytics in Financial Planning.

MODULE 2	**Investment Decisions under Risk and Uncertainty**	**12 Hours**

Risk and Uncertainty in Capital Investment Decisions – Risk Measurement Techniques – Risk Adjusted Discount Rate – Certainty Equivalent Approach – Decision Tree Analysis – Statistical Methods – Scenario Analysis – Sensitivity Analysis – Simulation Techniques (Monte Carlo Concept) – Real Options Approach – Strategic Investments in Technology, Digital Transformation and Sustainable Projects.

MODULE 3	**Corporate Financial Restructuring and Business Combinations**	**12 Hours**

Financial Restructuring: Concept, Objectives and Forms – Corporate Restructuring Strategies – Mergers, Acquisitions and Amalgamations – Types, Motives, Benefits and Costs – Takeovers and Business Alliances – Leveraged Buyouts (LBOs) – Management Buyouts (MBOs) – Demergers, Spin-offs and

Divestitures– Buy-back of Shares – Ownership Restructuring and Privatization – Financial Due Diligence and Valuation in Restructuring.		
MODULE 4	**Strategic Financing Decisions**	**12 Hours**
Leasing: Concept, Importance and Types – Tax and Accounting Considerations – Lease Evaluation from the Perspective of Lessor and Lessee – Lease versus Buy Decision – Venture Capital and Private Equity – Startup Financing – Incubation and Accelerator Ecosystem in India – Angel Investors – Government Initiatives for Startup Financing – ESG and Sustainable Finance as Emerging Sources of Capital.		
MODULE 5	**Financial Innovations**	**12 Hours**
Financing Strategy and Capital Structure Decisions – Innovative Sources of Finance – Asset Backed Securities (ABS) – Mortgage Backed Securities (MBS) – Infrastructure Investment Trusts (InvITs) and Real Estate Investment Trusts (REITs) – Hybrid Securities: Convertible and Non-Convertible Debentures, Deep Discount Bonds, Secured Premium Notes and Convertible Preference Shares – Warrants, Options, Exchangeable Commercial Paper – Green Bonds, Social Bonds and Sustainability-linked Bonds – FinTech-based Financing: Crowdfunding, Peer-to-Peer (P2P) Lending and Digital Financial Platforms.		

SKILL DEVELOPMENT ACTIVITIES

- Prepare a comprehensive financial plan for a business organization, including capital budgeting, financing, and dividend decisions.
- Conduct a corporate valuation using Discounted Cash Flow (DCF), Free Cash Flow (FCF), and market-based valuation techniques.
- Analyze the financial strategy of a listed company using annual reports and recommend improvements.
- Evaluate a real-world merger, acquisition, or financial restructuring case and assess its impact on shareholder value.

BOOKS FOR REFERENCE

1. Brigham, E. F., & Ehrhardt, M. C. (2024). Financial management: Theory & practice (17th ed.). Cengage Learning.
2. Brealey, R. A., Myers, S. C., Allen, F., & Edmans, A. (2025). Principles of corporate finance (14th ed.). McGraw Hill.
3. Van Horne, J. C., & Wachowicz, J. M. (2008). Fundamentals of financial management (13th ed.). Pearson Education.
4. Ross, S. A., Westerfield, R. W., Jordan, B. D., Lim, J., & Tan, R. (2022). Fundamentals of corporate finance (13th ed.). McGraw Hill.
5. Pandey, I. M. (2023). Financial management (13th ed.). Pearson India.
6. Khan, M. Y., & Jain, P. K. (2017). Financial management: Text, problems and cases (8th ed.). McGraw Hill Education.
7. Chandra, P. (2022). Financial management: Theory and practice (11th ed.). McGraw Hill Education.
8. Damodaran, A. (2014). Applied corporate finance (4th ed.). Wiley.
9. Bodie, Z., Kane, A., & Marcus, A. J. (2024). Investments (13th ed.). McGraw Hill.
10. Fabozzi, F. J., & Drake, P. P. (2009). Finance: Capital markets, financial management, and investment management. Wiley.
11. Chandra, P. (2021). Investment analysis and portfolio management (6th ed.). McGraw Hill Education.
12. Institute of Chartered Accountants of India. (2025). Financial management: Study material. Board of Studies, The Institute of Chartered Accountants of India

E-Resources

1. NPTEL – Financial Management for Managers (IIT Roorkee): Financial Management for Managers

2. ICAI Digital Learning Hub: ICAI Digital Learning Hub
3. The Institute of Chartered Accountants of India (ICAI): ICAI
4. National Institute of Securities Markets (NISM): NISM

M.Com (General)

Name of the Course : Security Analysis and Portfolio Management		
Course Code : 3.4	**Course Credits:** 4	**No. of Hours per week:** 4 Hrs.
CIE : 30 **SEE :** 70	**Total Marks :** 100	**Total No. of Teaching Hours:** 60 Hrs.

Course Description:

This course provides an understanding of investment analysis, security valuation, technical analysis, portfolio construction, and portfolio management practices in modern financial markets. The course focuses on equity and fixed income securities, portfolio theories, investment strategies, and portfolio performance evaluation with reference to Indian and global financial markets

Course Objectives:

1. To develop conceptual understanding of investment environment and securities markets.
2. To familiarize students with fundamental and technical approaches to security analysis.
3. To analyse risk-return relationships and portfolio construction strategies.
4. To understand portfolio theories and asset pricing models used in investment decisions.
5. To develop analytical and practical skills in portfolio management and performance evaluation.

Course Outcomes:

On successful completion of the course, the student will be able to:

CO1: Explain the structure of securities markets, investment avenues, and risk-return concepts.
CO2: Apply fundamental analysis techniques and valuation models for investment decisions.
CO3: Analyse market trends and securities using technical analysis tools and indicators.
CO4: Evaluate portfolio theories, diversification strategies, and asset pricing models
CO5: Assess portfolio management strategies and portfolio performance using risk-adjusted measures.

MODULE 1	**Investment Environment and Securities Markets**	**14 Hours**

Concept of investment, speculation, and gambling; investment objectives, investment process, and investment avenues - financial assets and real assets; direct and indirect investments; equity shares, debt instruments, mutual funds, ETFs, REITs, and InvITs. Risk and return framework - systematic and unsystematic risk, risk-return trade-off, and measurement of risk and return using variance, standard deviation, and beta; time value of money applications in investment decisions. Structure of Indian securities market - primary and secondary markets; market indices - Sensex and Nifty and their construction; IPO process, book building, ASBA mechanism, depositories, dematerialisation, trading and settlement cycles (T+1 and T+0) and recent trends in securities markets.

MODULE 2	**Fundamental Analysis and Security Valuation**	**12 Hours**

Fundamental analysis and Efficient Market Hypothesis (EMH); Economy–Industry–Company (EIC) framework - economic analysis (GDP, inflation, interest rates, fiscal and monetary policy, business cycles), industry analysis (industry life cycle, Porter's Five Forces model, and sector rotation strategy), and company analysis for investment decisions. Security valuation - intrinsic value and market price; Dividend Discount Models (Gordon Growth and multi-stage DDM), Free Cash Flow models (FCFE and FCFF), relative valuation models (P/E, P/B, EV/EBITDA), bond valuation, Yield to Maturity (YTM), duration, convexity, and practical problems on security valuation.

MODULE 3	**Technical Analysis and Market Indicators**	**12 Hours**

Technical analysis - assumptions and comparison between fundamental and technical approaches; Dow Theory and basic concepts of Elliott Wave Theory. Charting techniques -line, bar, and candlestick charts; trend lines, support and resistance levels, and chart patterns including head and shoulders, double top/bottom, triangles, flags, and wedges. Technical indicators and oscillators - Simple Moving Average (SMA), Exponential Moving Average (EMA), RSI, MACD, Bollinger Bands, stochastic oscillator, volume analysis, and market breadth indicators. Practical applications of technical analysis and charting exercises using Indian securities market data.

MODULE 4	Portfolio Theory and Construction	12 Hours

Portfolio analysis and diversification - portfolio return and risk, covariance, correlation, and risk reduction through diversification; naive and efficient diversification. Markowitz Portfolio Theory - feasible set, efficient frontier, optimal portfolio selection, utility theory, and investor risk preferences; Capital Market Theory - Capital Market Line (CML), Security Market Line (SML), and Capital Asset Pricing Model (CAPM); Arbitrage Pricing Theory (APT), Sharpe's Single Index Model, Fama-French factor models, portfolio construction, asset allocation, portfolio revision, rebalancing strategies, and practical problems on portfolio risk-return analysis.

MODULE 5	Portfolio Management and Performance Evaluation	10 Hours

Portfolio management strategies - active and passive portfolio management, portfolio revision, rebalancing strategies, and formula plans. Mutual funds, ETFs, and portfolio management services in India; Net Asset Value (NAV), expense ratio, Systematic Investment Plans (SIP). Portfolio performance evaluation - Sharpe Ratio, Treynor Ratio, Jensen's Alpha, Information Ratio, Sortino Ratio, benchmarking, and attribution analysis; Contemporary trends in portfolio management - ESG investing, smart beta strategies, derivatives in portfolio management, robo-advisory, retirement planning

SKILL DEVELOPMENT ACTIVITIES

- Analysis of live market data and securities information from National Stock Exchange of India and Bombay Stock Exchange.
- Preparation of company valuation reports using DDM, FCFE, FCFF, and relative valuation models.
- Charting exercises and interpretation of technical indicators using spreadsheet and trading platforms.
- Construction and evaluation of sample portfolios using risk-return and diversification concepts.
- Case study analysis relating to portfolio management strategies, market behavior, and investment performance.

BOOKS FOR REFERENCE

1. Chandra, P. (2021). *Investment analysis and portfolio management* (6th ed.). McGraw Hill Education.
2. Fischer, D. E., & Jordan, R. J. (2010). *Security analysis and portfolio management* (6th ed.). Pearson Education.
3. Reilly, F. K., & Brown, K. C. (2012). *Investment analysis and portfolio management* (10th ed.). Cengage Learning.
4. Kevin, S. (2015). *Portfolio management* (2nd ed.). PHI Learning.
5. Graham, B., & Dodd, D. L. (2008). *Security analysis: Principles and technique* (6th ed.). McGraw-Hill.
6. Murphy, J. J. (1999). *Technical analysis of the financial markets: A comprehensive guide to trading methods and applications*. New York Institute of Finance.
7. Bhalla, V. K. (2012). *Investment management: Security analysis and portfolio management* (19th ed.). S. Chand Publishing.
8. Elton, E. J., Gruber, M. J., Brown, S. J., & Goetzmann, W. N. (2014). *Modern portfolio theory and investment analysis* (9th ed.). Wiley.

E-Resources

1. National Institute of Securities Markets (NISM)
2. National Stock Exchange (NSE) Knowledge Hub
3. Bombay Stock Exchange (BSE) Investors' Education
4. NPTEL – Corporate Finance and Investment Management Courses
5. Investopedia – Portfolio Performance and Risk Measures

<table>
<tr><td colspan="3">Name of the Course : International Financial Management</td></tr>
<tr><td>Course Code : 3.5</td><td>Course Credits: 4</td><td>No. of Hours per week: 4 Hrs.</td></tr>
<tr><td>CIE : 30 SEE : 70</td><td>Total Marks : 100</td><td>Total No. of Teaching Hours: 60 Hrs.</td></tr>
</table>

Course Description:

This course examines financial decision-making in a global business environment. The course covers the international monetary system, foreign exchange markets, exchange rate determination, international investment and financing decisions, multinational capital budgeting, foreign exchange risk management, international working capital management, and global financial markets. It equips students with the analytical skills required to evaluate cross-border financial opportunities, manage international financial risks, and make strategic financial decisions for multinational enterprises.

Course Objectives:

1. To understand the concepts, principles, and scope of international financial management in a global business environment.
2. To analyze foreign exchange markets, exchange rate movements, and international monetary systems affecting financial decisions.
3. To apply international financial management techniques to investment, financing, and working capital decisions of multinational enterprises.
4. To evaluate foreign exchange exposure and implement appropriate hedging and risk management strategies.
5. To develop strategic financial solutions for cross-border business operations while considering global financial markets and regulatory frameworks.

Course Outcomes:

On successful completion of the course, the student will be able to:

CO1: Understand the global financial environment and foreign exchange markets.
CO2: Apply exchange rate theories and forex derivative instruments.
CO3: Analyze foreign exchange exposure and international financial risks.
CO4: Evaluate international investment and capital budgeting decisions.
CO5: Assess international financing, working capital management, and emerging trends and issues in global finance.

Module 1	Global Financial Environment and International Monetary System	10 Hours

Introduction to International Financial Management, Globalization of Markets, International Monetary System, Currency Crises, Balance of Payments, International Monetary System and Balance of Payments, Exchange Rate Calculation, Cross Currency Calculation and Quotations, TT and Bills, FIMDA Guidelines on Forex LC. Evolution of the International Monetary System (Gold Standard, Bretton Woods System and Floating Exchange Rate System), Role of the International Monetary Fund (IMF), World Bank and Bank for International Settlements (BIS), Special Drawing Rights (SDRs), Exchange Rate Regimes , and International Financial Architecture.

Module 2	Foreign Exchange Market, Derivatives and Exchange Rate Mechanism	12 Hours

Structure of Foreign Exchange Market, Exchange Rate Quotations and Arbitrage, Forward Market, Exchange Rate Theories – Interest Rate Parity (IRP), Purchasing Power Parity (PPP) and Fisher Effects, Introduction to Derivatives, Currency Futures, Currency Options, Interest Rate Swaps, Currency Swaps, Transaction Risk, Introduction to Forex Derivatives. Non-Deliverable Forwards (NDFs), Currency Exchange Traded Funds (Currency ETFs), Hedging Strategies using Foreign Exchange Derivatives, Electronic and Algorithmic Trading in Foreign Exchange Markets, and Recent Trends in Global Foreign Exchange Markets.

Module 3	Foreign Exchange Exposure and Risk Management	12 Hours
Concept of Exposure and Risk, Management of Operating Exposure, Management of Transaction Exposure, Management of Translation Exposure, Translation Exposure, Country Risk, Carriage Risk, Economic Risk, FEMA Guidelines and Regulatory Framework for Forex Markets in India, Development of Forex Market in India. Enterprise Risk Management (ERM), Value at Risk (VaR) in Foreign Exchange Risk Management, Basel III Framework, RBI Guidelines on External Commercial Borrowings (ECB), Natural Hedging Techniques, and Recent Developments in India's Foreign Exchange Regulatory Framework.		
Module 4	**International Investment and Capital Budgeting Decisions**	**12 Hours**
Foreign Direct Investment, Foreign Portfolio Investment, International Bond Markets, International Equity Markets, Portfolio Investment for Indian Investors, International Capital Structure, Cost of Capital using IAPM, Considerations in International Capital Budgeting, The Adjusted Present Value (APV) Model, Case on APV, International Tax Environment, FDI Theories, International Capital Budgeting. Sovereign Wealth Funds, American Depository Receipts (ADRs), Global Depository Receipts (GDRs), Country Risk Analysis, Sustainable Finance and ESG Investments, Green Finance, and Cross-Border Mergers and Acquisitions.		
Module 5	**International Working Capital, Financing Decisions and Emerging Issues**	**14 Hours**
International Trade Finance, International Cash Management, International Receivables Management, International Inventory Management, Trade Finance Institutions and Schemes, International Banking and Money Market, Decentralized Finance, Recent Developments in International Financial Environment, International Working Capital Management, International Bonds and Equity, International Cost of Capital, Capital Structure, Crypto Currency, CBDC, Transfer Pricing, International Taxation. FinTech in International Finance, Blockchain Applications in International Banking, Cross-Border Digital Payment Systems, Anti-Money Laundering (AML) Framework, Carbon Credit Markets, Artificial Intelligence in International Financial Services, and Digital Transformation in Global Banking.		

SKILL DEVELOPMENT ACTIVITIES

- Analyze foreign exchange rate movements and prepare a currency forecasting report using PPP, IRP, and Fisher Effect.
- Conduct a case study on foreign exchange exposure and recommend appropriate hedging strategies using derivative instruments.
- Construct and evaluate an international investment portfolio comprising global equities, bonds, and other financial instruments.
- Prepare an international capital budgeting project using NPV and APV techniques by incorporating exchange rate, taxation, and country risk factors.
- Present a seminar report on emerging trends in international finance, including Cryptocurrency, CBDC, Decentralized Finance, Transfer Pricing, and International Taxation.

BOOKS FOR REFERENCE

1. Apte, P. G. (2019). International Financial Management (8th ed.). New Delhi: Tata McGraw-Hill Education.
2. V. K Bhalla, International Financial Management (Text and Cases), S. Chand Publishing.
3. Prasanna Chandra, . International Financial Management ,Tata McGraw-Hill Education.
4. Eiteman, D. K., Stonehill, A. I., & Moffett, M. H. (2021). Multinational Business Finance (15th ed.). Boston: Pearson Education.
5. Krugman, P. R., Obstfeld, M., & Melitz, M. J. (2018). International Economics: Theory and Policy (11th ed.). Boston: Pearson Education.
6. Eun, C. S., & Resnick, B. G. (2021). International Financial Management (9th ed.). New York: McGraw-Hill Education.
7. Jeevanandam, C. (2021). Foreign Exchange and Risk Management (Latest ed.). New Delhi:

Sultan Chand & Sons.

8. Hull, J. C. (2021). Options, Futures, and Other Derivatives (10th ed.). Boston: Pearson Education.
9. Madura, J. (2022). International Financial Management (14th ed.). Boston: Cengage Learning.
10. The Age of Cryptocurrency: How Bitcoin and Digital Money are Challenging the Global Economic Order—Paul Vigna & Michael J. Casey
11. Shapiro, A. C., & Moles, P. (2014). International Financial Management. John Wiley & Sons
12. Gautam A., Jaiswal T., & Keshari A. (2022). International Financial Management. PHI.
13. Adler, M., & Dumas, B. (1984). Exposure to currency risk: definition and measurement. Financial management, 41-50.
14. Jorion, P. (1995). Predicting volatility in the foreign exchange market. The Journal of Finance, 50(2), 507-528.
15. Intervention in foreign exchange markets: the approach of the Reserve Bank of India, BIS Papers No 73

E-Resources

1. IMF e-Learning – Exchange Rates, International Finance, Balance of Payments, Global Financial Stability
2. International Finance and Global Economic Development: World Bank Open Learning Campus
3. https://www.cfainstitute.org/?utm
4. https://www.rbi.org.in/?utm
5. https://www.sebi.gov.in/?utm

IV SEMESTER
FINANCE AND BANKING

Paper Code	Subjects	Total Instruction Hrs	Duration of Exam (Hrs)	Marks			Credits
				IA	Exam	Total	
4.1	International Trade Procedures and Documentation	**60**	**3**	**30**	**70**	**100**	4
4.2	Behavioural Finance	**60**	**3**	**30**	**70**	**100**	4
4.3	Derivatives and Risk Management	**60**	**3**	**30**	**70**	**100**	4
4.4	Project Management	**60**	**3**	**30**	**70**	**100**	4
4.5	Fintech in Banking and Insurance	**60**	**3**	**30**	**70**	**100**	4
4.6	Dissertation	***	***	***	**100**	**100**	4
IV SEMESTER TOTAL OF CREDITS							**24**

Note: For Dissertation the marks allocation will be as follows:

Component	**Marks**
Report evaluation	70
Viva -Voce	30
Total	**100**

Name of the Course : International Trade Procedures and Documentation		
Course Code : 4.1	**Course Credits:** 4	**No. of Hours per week:** 4 Hrs.
CIE : 30 **SEE :** 70	**Total Marks :** 100	**Total No. of Teaching Hours:** 60 Hrs.

Course Description:

International Trade Procedures and Documentation is a specialized course that provides comprehensive knowledge of the procedures, regulations, and documentation involved in international trade. The course covers export and import procedures, trade policies, customs regulations, international commercial terms (Incoterms), shipping and logistics, payment mechanisms, export finance, risk management, and documentation required for cross-border transactions. It enables students to understand the operational and legal aspects of international trade, ensure regulatory compliance, and effectively manage export-import activities in a global business environment.

Course Objectives:

1. To provide students with a comprehensive understanding of international trade procedures, documentation, and regulatory frameworks governing export and import transactions.
2. To develop knowledge of international trade finance, foreign exchange management, customs procedures, logistics, and risk management in global business.
3. To equip students with practical skills in preparing international trade documents and applying modern banking practices and digital technologies in international trade operations.

Course Outcomes:

On successful completion of the course, the student will be able to:

CO1: Explain the concepts, procedures, documentation, and regulatory requirements involved in international trade and export-import operations.

CO2: Analyze international trade finance, payment mechanisms, foreign exchange regulations, customs procedures, logistics, and risk management practices.

CO3: Apply international trade documentation, banking practices, and digital trade technologies to effectively manage export-import transactions and global business operations.

MODULE 1	**Nature of International Trade**	**12 Hours**

Meaning, Nature, Scope, and Importance of International Trade. Features and characteristics of international trade. Domestic trade versus international trade. Drivers of international trade. Globalization and liberalization. International business environment—economic, political, legal, cultural, technological, and environmental factors. International trade theories—Absolute Advantage, Comparative Advantage, Heckscher–Ohlin Theory, Product Life Cycle Theory. Role of WTO, IMF, World Bank, UNCTAD, and International Chamber of Commerce (ICC)

MODULE 2	**Export–Import Procedures and Documentation**	**14 Hours**

Export-import trade procedures. Export promotion measures. Import Export Code (IEC), Directorate General of Foreign Trade (DGFT), Export Promotion Councils, Registration-cum-Membership Certificate (RCMC). Export documentation—Proforma Invoice, Commercial Invoice, Packing List, Shipping Bill, Bill of Lading, Airway Bill, Certificate of Origin, Inspection Certificate, Insurance Certificate, Bill of Exchange, Mate's Receipt, Letter of Credit documentation, Electronic Data Interchange (EDI), and digital documentation.

MODULE 3	**International Trade Finance and Payment Mechanisms**	**12 Hours**

International payment methods—Advance Payment, Open Account, Documentary Collection, Documentary Credit, Letter of Credit (LC), Uniform Customs and Practice (UCP 600). Trade finance—Pre-shipment Finance, Packing Credit, Post-shipment Finance, Export Credit, Factoring, Forfaiting, Bank Guarantees. Foreign exchange market, exchange rate determination, foreign exchange risks, FEMA, and

the role of the Reserve Bank of India in international trade financing.		
MODULE 4	**Customs, Logistics, Shipping and Risk Management**	**10 Hours**
Customs procedures, customs clearance, customs valuation, customs duty, tariff and non-tariff barriers, customs regulations, and electronic customs systems. International logistics, shipping methods, freight forwarding, containerization, multimodal transport, warehousing, ports and inland container depots. Marine insurance, cargo insurance, types of marine risks, Incoterms (latest version), and risk management in international trade.		
MODULE 5	**International Banking Practices and Emerging Trends**	**12 Hours**
Role of commercial banks in international trade. Export-Import Bank of India (EXIM Bank), Export Credit Guarantee Corporation (ECGC), SWIFT, international banking operations, correspondent banking, trade advisory services, and compliance requirements. Digital trade finance, block chain in trade documentation, electronic Bills of Lading, digital Letters of Credit, FinTech applications, artificial intelligence in international trade documentation, sustainable trade practices, green trade, and recent developments in global trade.		

SKILL DEVELOPMENT ACTIVITIES

- Prepare a complete set of export and import documents for a hypothetical international trade transaction, including commercial invoice, packing list, bill of lading, certificate of origin, and insurance documents.
- Develop a step-by-step export or import procedure flowchart based on the current Foreign Trade Policy and customs regulations.
- Conduct a case study on an export-import company and analyze its documentation, logistics, and customs clearance processes.
- Prepare and compare international trade contracts using different Incoterms (e.g., FOB, CIF, EXW, DDP) and analyze the responsibilities of buyers and sellers.
- Simulate customs clearance procedures using ICEGATE/DGFT online portals and identify the documentation requirements for selected products.

BOOKS FOR REFERENCE

1. Cherunilam, F. (2021). International Business: Text and Cases. Himalaya Publishing House.
2. Varma, M. L. (2018). Export Import Procedures and Documentation. Sultan Chand & Sons.
3. Balagopal, T. A. S. (2019). Export Management. Himalaya Publishing House.
4. Salvatore, D. (2020). International Economics. John Wiley & Sons.
5. Justin Paul. (2021). International Business. McGraw Hill Education.
6. Hill, C. W. L., & Hult, G. T. M. (2023). International Business: Competing in the Global Marketplace. McGraw-Hill Education.
7. Cateora, P. R., Gilly, M. C., & Graham, J. L. (2020). International Marketing. McGraw-Hill Education.
8. Rao, P. Subba. (2022). International Business. Himalaya Publishing House.
9. Cherunilam, F. (2022). International Trade and Export Management. Himalaya Publishing House.
10. Francis, C. (2019). Export Import Management. PHI Learning Pvt. Ltd.
11. Luk, K. W. (2016). International Trade Finance: A Practical Guide. Routledge.

E-Resources

1. World Trade Organization (WTO): https://www.wto.org
2. Directorate General of Foreign Trade (DGFT): https://www.dgft.gov.in
3. Reserve Bank of India (RBI): https://www.rbi.org.in
4. Export-Import Bank of India (EXIM Bank): https://www.eximbankindia.in
5. Export Credit Guarantee Corporation of India (ECGC): https://www.ecgc.in

<table>
<tr><td colspan="3">Name of the Course : Behavioural Finance</td></tr>
<tr><td>Course Code : 4.2</td><td>Course Credits: 4</td><td>No. of Hours per week: 4 Hrs.</td></tr>
<tr><td>CIE : 30 SEE : 70</td><td>Total Marks : 100</td><td>Total No. of Teaching Hours: 60 Hrs.</td></tr>
</table>

Course Description:

This Course explores the influence of psychological, emotional, and cognitive factors on financial decision-making by individuals, investors, and organizations. The course integrates principles of finance, psychology, and economics to examine investor behaviour, market anomalies, behavioural biases, prospect theory, and irrational decision-making. It enables students to understand how behavioural factors affect investment decisions, corporate finance, and financial markets, thereby enhancing strategic financial analysis and decision-making in an uncertain environment.

Course Objectives:

1. To understand the concepts, theories, and significance of behavioural finance in financial decision-making.
2. To identify and analyze psychological and cognitive biases that influence investor and managerial behaviour.
3. To evaluate the impact of behavioural factors on financial markets, investment decisions, and corporate finance.
4. To apply behavioural finance principles to interpret market anomalies and improve investment strategies.
5. To develop rational and evidence-based financial decision-making approaches by integrating behavioural insights.

Course Outcomes:

On successful completion of the course, the student will be able to:

CO1: Explain the concepts, theories, and foundations of behavioural finance and their relevance to modern financial management.

CO2: Analyze behavioural biases, heuristics, and emotional influences affecting individual and institutional investment decisions.

CO3: Evaluate market anomalies and investor behaviour using behavioural finance theories and empirical evidence.

CO4: Apply behavioural finance concepts to portfolio management, risk assessment, and corporate financial decision-making.

CO5: Formulate investment and financial strategies that minimize behavioural biases and promote rational, value-enhancing decisions.

MODULE 1	**Foundations of Rational Finance**	**12 Hours**

Modern Portfolio Theory, MM Theory, Capital Asset Pricing Model (CAPM), Random walk hypothesis, Expected Utility Theory - Efficient Market Hypothesis - Investor rationality and market efficiency - Introduction to Behavioural Finance - Evolution and History of Behavioural Finance, Main contributors.

MODULE 2	**Foundations of Behavioural Finance**	**10 Hours**

Heuristics and Biases - Self-Deception - Prospect Theory and Mental Accounting - Challenges to Efficient Markets Hypothesis - Emotional Factors and Social Forces - Neuro-scientific and Evolutionary Perspective.

MODULE 3	**Building blocks of Behavioural Finance**	**12 Hours**

The psychology of investor behaviour - Theories of Behavioural Finance - Noise-trader; Professional arbitrage - Biases, Outcomes of biases, Various Biases - Cognitive, Affective and Conative biases - Dealing with biases - Debiasing strategies - Market anomalies - Heard behaviour - Bubbles, formation and effects, Behavioural explanation of Bubbles -Prospect theory - Models of investor behaviour

MODULE 4	Behavioural Corporate Finance	14 Hours
Approaches - Mergers and Acquisitions - CEO Overconfidence and Biases, Approaches and dealing with biases - Debiasing, strategies - Value investing - Behavioural investing - Uses and Approaches of Behavioural Finance in corporate decision-making - Rational Managers with Irrational Investors Approach - Capital Budgeting - Capital Structure - Dividend Policy - Mergers and Acquisitions (M&A) - Agency Conflicts and Corporate Governance.		
MODULE 5	**Neuro finance**	**12 Hours**
Neural process and decision making - Contribution of Neuro finance in Behavioural finance - Frauds and the Psychology behind it - Theories of fraud - Prevention of fraud - Institutions that deal with frauds - Challenges in Building a Psychologically Smart Organisation. Forensic accounting, need and its importance in the present situation.		

SKILL DEVELOPMENT ACTIVITIES

- Participate in a virtual stock trading platform and compare investment decisions with behavioural finance principles.
- Conduct experiments demonstrating framing effects, mental accounting, and herd behaviour using classroom scenarios.
- Simulate interactions among financial advisors, retail investors, institutional investors, and regulators to understand behavioural influences on investment decisions.
- Interview retail or institutional investors to identify behavioural biases influencing their investment decisions and submit a report.
- Analyze financial news headlines and discuss how investor sentiment influences stock market movements.

BOOKS FOR REFERENCE

1. Kahneman, D. (2011). Thinking, Fast and Slow. Farrar, Straus and Giroux.
2. Thaler, R. H. (2015). Misbehaving: The Making of Behavioral Economics. W. W. Norton & Company.
3. Nofsinger, J. R. (2022). The Psychology of Investing (7th ed.). Routledge.
4. Ackert, L. F., & Deaves, R. (2019). Behavioral Finance: Psychology, Decision-Making, and Markets (2nd ed.). Cengage Learning.
5. Shefrin, H. (2007). Behavioral Corporate Finance: Decisions That Create Value. McGraw-Hill Education.
6. Montier, J. (2007). Behavioural Investing: A Practitioner's Guide to Applying Behavioural Finance. Wiley.
7. Pompian, M. M. (2020). Behavioral Finance and Wealth Management (2nd ed.). Wiley.
8. Statman, M. (2019). Behavioral Finance: The Second Generation. CFA Institute Research Foundation.
9. Baker, H. K., & Ricciardi, V. (Eds.). (2014). Investor Behavior: The Psychology of Financial Planning and Investing. Wiley.
10. Shiller, R. J. (2015). Irrational Exuberance (3rd ed.). Princeton University Press.

E-Resources

1. https://www.tandfonline.com/journals/hbhf20
2. https://www.emerald.com/insight/publication/issn/1940-5979
3. https://rpc.cfainstitute.org/research/financial-analysts-journal
4. https://www.sciencedirect.com/journal/journal-of-behavioral-and-experimental-finance
5. https://www.cfainstitute.org/en/programs.

Name of the Course : Derivatives and Risk Management		
Course Code : 4.3	**Course Credits:** 4	**No. of Hours per week:** 4 Hrs.
CIE : 30 **SEE :** 70	**Total Marks :** 100	**Total No. of Teaching Hours:** 60 Hrs.

Course Description:

This course provides an understanding of derivative instruments and risk management practices in modern financial markets. The course covers forwards, futures, options, swaps, and interest rate derivatives along with their pricing, valuation, trading, hedging, and regulatory aspects in the Indian and global financial market context.

Course Objectives:

1. To develop conceptual understanding of financial risks and derivative instruments.
2. To familiarize students with pricing and valuation of forwards, futures, options, and swaps.
3. To analyze hedging, speculation, and arbitrage strategies using derivatives.
4. To understand risk measurement techniques and regulatory frameworks governing derivative markets.
5. To develop analytical and practical skills relevant to financial markets and risk management.

Course Outcomes:

On successful completion of the course, the student will be able to:

CO1: Explain the concept of financial risk, derivative instruments, and derivative market structure.
CO2: Analyze and apply forwards and futures contracts for hedging and trading strategies.
CO3: Evaluate options using pricing models and basic option trading strategies.
CO4: Examine swaps, interest rate derivatives, and their applications in risk management
CO5: Apply risk measurement techniques and interpret the regulatory framework governing derivatives markets.

Module 1	Introduction to Risk and Derivatives	10 Hours

Concept, sources, and classification of risk; types of financial risks; Risk management process, Enterprise Risk Management (ERM) framework. Introduction to derivatives - meaning, features, economic functions, underlying assets-equity, currency, commodity, and interest rates, types of derivatives (forwards, futures, options, and swaps). Market participants - hedgers, speculators, and arbitrageurs; exchange-traded and OTC derivatives; Indian derivatives market structure and growth; role of NSE and BSE derivative segments, MCX, NCDEX.

Module 2	Forwards and Futures	12 Hours

Forward contracts and futures contracts - features, contract specifications, settlement- cash and physical settlement, payoff profiles, and distinction between forwards and futures; margin requirements, Mark-to-Market (MTM), and convergence of futures prices with spot prices. Pricing of futures using the cost-of-carry model; basis and basis risk; contango and backwardation. Hedging, speculation, and arbitrage using futures - long hedge, short hedge, cross hedging, and optimal hedge ratio; stock futures, stock index futures, currency futures, interest rate futures, and commodity futures; practical problems on futures pricing and hedging.

Module 3	Options and Trading Strategies	14 Hours

Options -meaning, features, and terminology; call and put options; American and European options; options on stock, index, currency, and commodity underlying assets; moneyness of options (ITM, ATM, OTM), intrinsic value, time value, payoff diagrams, and factors affecting option premiums. Put-call parity, Binomial Option Pricing Model (One-step and Two-step), and Black-Scholes-Merton (BSM) Model; option Greeks -Delta, Gamma, Theta, Vega, and Rho and their applications in hedging and risk management. Fundamental option trading strategies -covered call, protective put, straddle, strangle, bull spread, bear spread, and butterfly spread; practical problems and applications of options in Indian financial markets.

MODULE 4	Swaps and Interest Rate Derivatives	10 Hours
Swaps - meaning, features, mechanics, and comparative advantage argument; Interest Rate Swaps (IRS) and Overnight Indexed Swaps (OIS); Currency Swaps - structure, pricing and valuation conceptual framework, applications, and hedging of interest rate and exchange rate risk. Conceptual framework of Forward Rate Agreements (FRAs), interest rate caps, floors, collars, and swaptions; Credit Default Swaps (CDS) - concept, structure, and applications. Brief introduction to equity swaps, commodity swaps, and emerging derivatives; MIBOR, SOFR, and transition from LIBOR in the Indian regulatory context;		
Module 5	**Risk Measurement and Regulatory Framework**	**14 Hours**
Risk measurement techniques - Value at Risk (VaR), Historical Simulation, Variance-Covariance Method, Monte Carlo Simulation, stress testing, and back testing; interest rate risk measurement (duration and convexity); overview of Basel Accords (with focus on market risk and Basel III). Credit and operational risk management; management of derivative exposure, overview of hedge accounting under Ind AS 109, and operational controls. Regulatory framework for derivatives in India - role of Securities and Exchange Board of India (SEBI), Reserve Bank of India (RBI), and Clearing Corporation of India Limited (CCIL); FEMA provisions, ISDA Master Agreement, and mandatory OTC derivative reporting. Recent trends in derivative markets including growth of exchange-traded currency and interest rate derivatives in India, algorithmic trading, and high-frequency trading.		

SKILL DEVELOPMENT ACTIVITIES

- Preparation of payoff diagrams and pricing models for futures and options using spreadsheets.
- Analysis of live derivative market data from National Stock Exchange of India, Bombay Stock Exchange, Multi Commodity Exchange, and National Commodity and Derivatives Exchange.
- Computation of futures prices, option premiums, hedge ratios, and Value at Risk (VaR) through numerical exercises.
- Case study analysis relating to derivative market practices, hedging strategies, and financial crises.
- Seminar presentations on recent trends in derivatives markets, algorithmic trading, and financial risk management.

BOOKS FOR REFERENCES:

1. Hull, J. C. (2021). Options, futures, and other derivatives (11th ed.). Pearson.
2. Hull, J. C. (2022). Fundamentals of futures and options markets (10th ed.). Pearson.
3. Hull, J. C. (2023). Risk management and financial institutions (6th ed.). Wiley.
4. Gupta, S. L. (2017). Financial derivatives: Theory, concepts and problems. PHI Learning.
5. Madhumathi, R., & Ranganatham, M. (2012). Risk management and derivatives. Pearson Education.
6. Janakiramanan, S., & Das, K. Derivatives and risk management (2nd ed.). McGraw Hill Education.
7. Jorion, P. (2007). Value at risk: The new benchmark for managing financial risk (3rd ed.). McGraw-Hill.
8. Jorion, P. (2011). Financial risk manager handbook (6th ed.). Wiley.

E-Resources

1. https://onlinecourses.nptel.ac.in/noc19_mg39/preview?utm
2. https://nptel.ac.in/courses/110107162?utm
3. https://nptel.ac.in/courses/110105168
4. https://www.nism.ac.in/derivatives/
5. https://www.sebi.gov.in

Name of the Course : Project Management		
Course Code : 4.4	**Course Credits:** 4	**No. of Hours per week:** 4 Hrs.
CIE : 30 **SEE :** 70	**Total Marks :** 100	**Total No. of Teaching Hours:** 60 Hrs.

Course Description:

Project Management is a comprehensive understanding of the principles, tools, and techniques involved in planning, executing, monitoring, and controlling projects. The course focuses on the strategic and managerial aspects of projects, including project identification, feasibility analysis, project planning, scheduling, resource allocation, budgeting, risk management, quality management, and project evaluation. It also develops students' ability to apply project management techniques to business, financial, and entrepreneurial projects. Emphasis is placed on practical applications, decision-making, teamwork, leadership, and the use of modern project management tools for successful project completion.

Course Objectives:

1. Understand project management concepts and frameworks.
2. Plan, execute, monitor and control projects.
3. Apply project management tools for business, finance and consulting projects.
4. Manage project risks, quality, stakeholders and resources.
5. Understand Agile, Hybrid and Digital Project Management.
6. Use AI and analytics in project planning and monitoring

Course Outcomes:

On successful completion of the course, the student will be able to:

CO1: Explain the concepts, principles, characteristics, and importance of project management in business organizations.

CO2: Identify and evaluate project opportunities through project formulation, feasibility analysis, and project appraisal.

CO3: Apply project planning and scheduling techniques such as Work Breakdown Structure (WBS), Gantt charts, PERT, and CPM for effective project execution.

CO4: Analyze project costs, budgets, resources, and financial requirements and make appropriate managerial decisions.

CO5: Apply project management concepts and techniques to real-world business and organizational projects

MODULE 1	Project Management Foundations and Project Initiation	14 Hours

Introduction to Project Management, Characteristics of Projects, Project Life Cycle, Project Management Process Groups, Project Management Knowledge Areas, Strategic Importance of Project Management, Project Selection Techniques, Project Feasibility Analysis (Technical, Financial, Economic, Operational, Legal) Business Case Preparation, Project Charter, Project Governance, Project Management Office (PMO), Project Portfolio Management, Program Management, Role of Project Manager, Leadership and Ethics in Project Management, Traditional, Agile and Hybrid Project Management (Introduction). **Practical -** Prepare Project Charter, Feasibility Study, Project Selection Case Study

MODULE 2	Project Planning and Scheduling	12 Hours

Scope Management - Scope Statement, Work Breakdown Structure (WBS), Responsibility Assignment Matrix (RAM), Organizational Breakdown Structure (OBS), Project Scheduling, Gantt Charts, Network Analysis – CPM, PERT, Critical Chain Method (Concept), Resource Allocation, Resource Levelling, Cost Estimation, Project Budgeting, Procurement Planning, Microsoft Project / Primavera (Conceptual Overview), AI-assisted Project Planning.

Practical - WBS preparation, CPM & PERT Problems, Gantt Chart, Resource Allocation Exercise

MODULE 3	Project Execution, Monitoring and Risk Management	12 Hours
Project Execution - Team Formation, Team Leadership, Communication Management, Stakeholder Management, Conflict Resolution, Project Monitoring and Control, Earned Value Management (EVM), Performance Measurement, Project Risk Management, Risk Identification, Risk Assessment, Risk Matrix, Risk Response Strategies, Contingency Planning, Change Management, Project Documentation. **Practical -** Risk Register, Stakeholder Analysis, Earned Value Problems , Project Dashboard		
MODULE 4	**Project Quality, Procurement and Closure**	**10 Hours**
Project Quality Management - Quality Planning, Quality Assurance, Quality Control, Continuous Improvement, Procurement Management, Vendor Selection, Contract Management, Types of Project Contracts, Project Audits, Project Closure, Post-Implementation Review, Lessons Learned, Knowledge Management, Project Documentation, Project Success and Failure Factors. **Practical -** Quality Audit Checklist, Procurement Evaluation, Project Closure Report.		
MODULE 5	**Contemporary Project Management**	**12 Hours**
Agile Project Management - Scrum Framework, Kanban, Hybrid Project Management, Lean Project Management, Digital Project Management, AI in Project Management, Data Analytics for Project Monitoring, Dashboard Reporting, Sustainability in Projects, ESG in Project Management, Industry 4.0 Projects, ERP Implementation Projects, Business Process Reengineering Projects, Virtual Project Teams, Global Project Management, Emerging Trends in Project Management. **Practical -** Agile Project Simulation, Scrum Sprint Planning, Dashboard Preparation, Digital Transformation Case Study		

SKILL DEVELOPMENT ACTIVITIES

- Prepare a Project Charter.
- Conduct a Project Feasibility Study.
- Develop a Work Breakdown Structure.
- Prepare Gantt Charts.
- Solve CPM and PERT problems.
- Develop Project Budgets.
- Prepare a Risk Register.
- Conduct Stakeholder Analysis.
- Prepare an Earned Value Management report.
- Design a Project Dashboard.
- Prepare a Project Closure Report.
- Present a live project case study.

BOOKS FOR REFERENCE

1. Gray, C. F., & Larson, E. W. (2021). Project management: The managerial process (8th ed.). McGraw Hill.
2. Meredith, J. R., Shafer, S. M., & Mantel, S. J., Jr. (2017). Project management: A managerial approach (9th ed.). Wiley.
3. Kerzner, H. (2022). Project management: A systems approach to planning, scheduling, and controlling (13th ed.). Wiley.
4. Chandra, P. (2019). *Projects:* Planning, analysis, selection, financing, implementation, and review (9th ed.). McGraw Hill Education.
5. Larson, E. W., Gray, C. F., Sirisomboonsuk, P., & Joshi, R. (2025). Project management: A socio-technical approach (9th ed.). McGraw Hill.
6. Meredith, J. R., Shafer, S. M., & Mantel, S. J., Jr. (2021). Project management: A managerial approach (11th ed.). Wiley.
7. Kerzner, H. (2025). Project management: A systems approach to planning, scheduling, and controlling (14th ed.). John Wiley & Sons.

8. Chandra, P. (2023). Projects: Planning, analysis, selection, financing, implementation, and review (10th ed.). McGraw Hill Education.

E-Resources

1. **PMI – Project Management Institute** – Project management standards, frameworks, articles, and professional resources
2. MIT OpenCourseWare – Free course materials covering management, operations, and related subjects.
3. NPTEL – Indian higher-education lectures and courses on project management, operations, finance, and management.
4. SWAYAM – Online courses and learning materials from Indian universities and institutions.
5. Microsoft Project resources – Tutorials and guidance for project planning, scheduling, and resource management

Name of the Course : Fintech in Banking and Insurance		
Course Code : 4.5	**Course Credits:** 4	**No. of Hours per week:** 4 Hrs.
CIE : 30 **SEE :** 70	**Total Marks :** 100	**Total No. of Teaching Hours:** 60 Hrs.

Course Description:

This course provides a comprehensive understanding of the transformative role of financial technology (FinTech) in the banking and insurance sectors. It covers digital payment systems, open banking, digital lending, WealthTech, RegTech, InsurTech, blockchain, artificial intelligence, and Central Bank Digital Currency (CBDC), together with the regulatory framework governing FinTech in India. The course develops the analytical and practical skills required to evaluate FinTech innovations, assess their impact on banks and insurers, and navigate the evolving regulatory, risk, data-governance, cybersecurity, and consumer-protection landscape of digital finance

Course Objectives:

1. To provide a comprehensive understanding of the concept, evolution, and ecosystem of FinTech in banking and insurance.
2. To develop knowledge of digital payment systems, open banking, and banking technology infrastructure.
3. To familiarise students with FinTech applications in lending, wealth management, and regulatory compliance.
4. To impart an understanding of InsurTech and the digital transformation of insurance products, underwriting, distribution, and claims.
5. To enable students to analyse emerging technologies such as blockchain, artificial intelligence, and CBDC and their implications for the future of banking and insurance.
6. To develop practical skills through case studies, application analysis, and hands-on exercises relating to FinTech platforms and regulatory sandboxes.

Course Outcomes:

On successful completion of the course, the student will be able to:

CO1: Explain the concept, evolution, ecosystem, and regulatory framework of FinTech in banking and insurance.

CO2: Analyse digital payment systems, open-banking architecture, and banking technology infrastructure..

CO3: Evaluate FinTech applications in digital lending, WealthTech, and RegTech for financial decision-making and compliance

CO4: Assess InsurTech innovations in underwriting, distribution, pricing, and claims management

CO5: Examine the role of blockchain, artificial intelligence, CBDC, and other emerging technologies in banking and insurance.

MODULE 1	Introduction to FinTech in Banking and Insurance	10 Hours

Concept, evolution, and scope of FinTech; FinTech ecosystem: start-ups, incumbents, BigTech firms, regulators, and investors; drivers of FinTech adoption; FinTech business models; financial inclusion and digital financial services; FinTech in India: growth and market development; regulatory framework and the role of RBI, SEBI, IRDAI, PFRDA, and IFSCA; regulatory sandboxes and the Inter-operable Regulatory Sandbox (IoRS); Digital Personal Data Protection (DPDP) Act, 2023 and data governance; cybersecurity and consumer protection in FinTech.

MODULE 2	Digital Payments, Open Banking and Banking Technology	10 Hours

Evolution of digital payment systems in India; Unified Payments Interface (UPI), Immediate Payment Service (IMPS), National Electronic Funds Transfer (NEFT), and Real Time Gross Settlement (RTGS);

UPI 123PAY, UPI Lite, and Credit Line on UPI; payment aggregators and payment gateways; Bharat Bill Payment System (BBPS); Core Banking Solutions (CBS); Application Programming Interfaces (APIs) and open banking; Account Aggregator (AA) framework and consent architecture; neobanking and digital-only banking models; embedded finance and Banking-as-a-Service (BaaS); contactless and biometric payments; fraud detection and risk management in digital payments.

MODULE 3	**Digital Lending, WealthTech and RegTech**	**12 Hours**

Digital lending: concept, participants, and RBI framework for digital lending; alternative credit scoring and the use of AI/ML in credit underwriting; Open Credit Enablement Network (OCEN) and Account Aggregator-based lending; peer-to-peer (P2P) lending and NBFC-P2P regulations; co-lending models and Buy Now Pay Later (BNPL); WealthTech: robo-advisory, algorithmic trading platforms, goal-based investing applications, digital wealth management, and direct mutual fund platforms; RegTech: concept and applications in KYC, AML, fraud monitoring, and compliance automation; SupTech (supervisory technology); e-KYC, Video KYC, and the Central KYC Records Registry (CKYCR).

MODULE 4	**InsurTech and Digital Transformation in Insurance**	**14 Hours**

Concept and scope of InsurTech; evolution of the Indian insurance industry and the role of InsurTech in improving insurance penetration; digital distribution of insurance through web aggregators, digital marketplaces, and the Bima Sugam initiative; IRDAI (Regulatory Sandbox) Regulations, 2025; usage-based and telematics-based insurance; AI-driven underwriting and dynamic pricing; parametric insurance; automated and AI-assisted claims processing; chatbots and conversational AI in customer service; wearables, IoT, and health-tech integration in health insurance; cyber insurance and other emerging insurance products; bancassurance and embedded insurance; insurance need-analysis tools; Insurance Information Bureau of India (IIB) initiatives; insurance grievance-management systems; collaboration and partnerships in the InsurTech ecosystem; digitalisation of insurance processes; impact of technology on regulatory compliance; digital customer engagement; and RegTech solutions for operational efficiency and compliance monitoring.

MODULE 5	**Emerging Technologies and the Future of FinTech**	**14 Hours**

Blockchain and Distributed Ledger Technology (DLT): concept, features, and applications in banking and insurance; smart contracts; cryptocurrency and Virtual Digital Assets (VDAs): regulatory and taxation framework in India; Central Bank Digital Currency (CBDC): the Digital Rupee (e₹), pilot programmes, and implications for banking; artificial intelligence and generative AI in banking and insurance: chatbots, fraud detection, underwriting support, claims assistance, and personalisation; big data analytics and cloud computing in financial services; ESG FinTech and green finance; International Financial Services Centre (IFSC), GIFT City, and cross-border FinTech; financial inclusion through FinTech; Jan Dhan-Aadhaar-Mobile (JAM) trinity and Direct Benefit Transfer (DBT); challenges including cybersecurity, algorithmic bias, deepfake-enabled fraud, model risk, and data privacy; future trends in FinTech.

SKILL DEVELOPMENT ACTIVITIES

- Prepare a comparative report on leading Indian FinTech and InsurTech companies and their business models.
- Analyse UPI, Account Aggregator, and Bima Sugam data/portals and prepare a usage and impact report.
- Conduct a case study on a digital lending or Buy Now Pay Later platform and evaluate its credit-assessment methodology.
- Design a mock KYC/AML compliance workflow applying RegTech principles.
- Prepare a seminar report on CBDC, blockchain applications, or generative AI in banking and insurance.
- Analyse a recent FinTech/InsurTech regulatory development (for example, the DPDP Act, IRDAI Regulatory Sandbox Regulations, or RBI digital-lending framework) and present its implications.

BOOKS FOR REFERENCE

1. Chishti, S., & Barberis, J. (2016). The FinTech Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries. Wiley.
2. VanderLinden, S. L., Millie, S., Anderson, N., & Chishti, S. (2018). The InsurTech Book: The Insurance Technology Handbook for Investors, Entrepreneurs and FinTech Visionaries. Wiley.
3. Chishti, S., & Puschmann, T. (2018). The WealthTech Book: The FinTech Handbook for Investors, Entrepreneurs and Finance Visionaries. Wiley.
4. King, B. (2018). Bank 4.0: Banking Everywhere, Never at a Bank. Marshall Cavendish.
5. Skinner, C. (2020). Doing Digital: Lessons from Leaders. Marshall Cavendish.
6. Arner, D. W., Barberis, J., & Buckley, R. P. (2015). The Evolution of FinTech: A New Post-Crisis Paradigm. University of Hong Kong Faculty of Law Research Paper.
7. Gomber, P., Kauffman, R. J., Parker, C., & Weber, B. W. (2018). On the FinTech Revolution: Interpreting the Forces of Innovation, Disruption and Transformation in Financial Services. Journal of Management Information Systems.
8. Reserve Bank of India. Reports, directions, and publications on FinTech, digital payments, digital lending, and regulatory sandboxes (latest available editions).
9. Insurance Regulatory and Development Authority of India (IRDAI). Annual Report, Handbook on Indian Insurance Statistics, and publications on InsurTech and regulatory sandboxes (latest available editions).
10. NASSCOM and industry research partners. Reports on the Indian FinTech ecosystem (latest available editions).

E-Resources

1. Reserve Bank of India (RBI) - FinTech and digital payments resources - www.rbi.org.in
2. Insurance Regulatory and Development Authority of India (IRDAI) - InsurTech and insurance regulation resources - irdai.gov.in
3. National Payments Corporation of India (NPCI) - UPI, IMPS, BBPS, and product statistics - www.npci.org.in
4. International Financial Services Centres Authority (IFSCA) - GIFT City and cross-border FinTech resources - ifsca.gov.in
5. Ministry of Electronics and Information Technology (MeitY) - data protection and digital-governance resources - www.meity.gov.in
6. SWAYAM / NPTEL - FinTech and digital banking learning resources - swayam.gov.in
7. NASSCOM - FinTech industry reports and insights - nasscom.in
8. Securities and Exchange Board of India (SEBI) - regulatory sandbox and securities market FinTech resources - www.sebi.gov.in
9. India InsureTech Association (IIA) – Initiatives - https://www.indiainsurtech.com/