

S P Mandali's
R. A. Podar College of Commerce And Economics (Empowered Autonomous),
Matunga, Mumbai-400019



Course Structure

Bachelor of Commerce(Financial Markets) Semester V & VI

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R. A. Podar College of Commerce And Economics (Empowered Autonomous),
Matunga, Mumbai-400019



Syllabus And
Question paper pattern of Course
Bachelor of Commerce(Financial Markets)
T.Y. B.F.M. Semester V & VI
Syllabus as per National Education Policy 2020
To be implemented from Academic Year 2025-2026

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Bachelor of Commerce (Financial Markets) Programme

Syllabus as per National Education Policy 2020

Course Structure

T.Y.B.F.M. (Level 4.5)

(To be implemented from Academic Year- 2025-26)

No. of Courses	Course Code	Semester V	Credits	No. of Courses	Course Code	Semester VI	Credits
1		Major (12credits)		1		Major (12 credits)	
1.A		Mandatory (Financial Markets)		1.A		Mandatory (Financial Markets)	
1.A.a		Security Analysis and Portfolio Management	04	1.A.a		Private Equity in Financial Markets	04
1.A.b		International Finance	04	1.A.b		Corporate Restructuring and Valuation	04
1.A.c		Equity Research	04	1.A.c		Equity Derivatives	04
2		Minor (03 credits)		2		Minor (03 credits)	
2.A.a		Corporate Communications and Public Relations	03	2.A.a		Governance Risk and Ethical Compliances	03
3		General Elective (GE)/ Open Elective (OE) (03 Credits)		3		General Elective (GE)/ Open Elective (OE) (03 Credits)	
3.A.a		Social Entrepreneurship	03	3.A.a		Sustainable Business Models	03
		Competitive dynamics and Strategy				Innovation, Creativity and Problem Solving	
		Emotional Intelligence				Human Capital investment	
4		Vocational & Skill Enhancement Courses (VSEC) (02 credits)		4		Vocational &Skill Enhancement Courses (VSEC) (02 credits)	
4.A		Skill Enhancement Courses (SEC)		4.A		Skill Enhancement Courses (SEC)	
4.A.a		-		4.A.a		-	
4.B		Vocational Skill Course (VSC)		4.B		Vocational Skill Course (VSC)	
4.B.a		Direct Taxes	02	4.B.a		Indirect Taxes	02
5		Ability Enhancement Course, Value Enhancement Course (02 credits)		5		Ability Enhancement Course, ValueEnhancement Course (02 credits)	
5.A		Ability Enhancement Course (AEC)		5.A		Ability Enhancement Course (AEC)	
5.A.a		-		5.A.a		-	
5.B		Value Enhancement Course (VEC)		5.B		Value Enhancement Course (VEC)	
5.B.a		-		5.B.a		-	

5.C		Internship / Field Project/ Research Project /Community Engagement		5.C		Internship / Field Project/ Research Project /Community Engagement	
5.C.a		Campus Preparatory- Competence and Employability	02	5.C.a		Internship OR Project work related to major	02
TOTAL		CUMULATIVE CREDITS	22	TOTAL		CUMULATIVE CREDITS	22

SEMESTER V

Syllabus of courses of TYBFM Programme (With effect from the Academic Year 2025-2026)**1. Major (1.A Financial Markets)****1.A.a. Securities Analysis And Portfolio Management (4 Credits) Semester V**

1.Major	
1.A Financial Markets	
1.A.a Securities Analysis And Portfolio Management	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	To impart knowledge relating to development in the Securities Market.
CObj 2	This paper will enable the students to understand the valuation of securities and portfolio analysis
CObj 3	To help them in understanding statistical analysis of share price movement
CObj 4	To get acquainted with the knowledge of dealings in stock market
Course Outcomes	
COut 1	Practical exposure helps the students to understand the functioning of the Stock market, players of securities market and valuation.
COut 2	It helps in the learning of the analysis of different investing opportunities in Securities market.
COut 3	It provides a new career opportunity for the students in financial market
COut 4	Understanding of the Different types of share price movements.
COut5	Learner is able to explain the meaning and features of financial regulators in India such as the Reserve Bank of India (RBI), Securities and Exchange Board of India (SEBI), and Insurance Regulatory and Development Authority of India (IRDAI).
COut 6	Learner understands the Role and Functions of the financial regulators.
COut 7	Learner understands the meaning and classification of various financial instruments.
COut 8	Learner understands evaluation and characteristics of financial instruments and new financial instruments.
COut 9	Evaluate and compare different financial products available in India including their features, risks, and benefits.
COut10	Analyze the interdependencies and interactions between various components of the Indian financial system.

Modules at a Glance

Securities Analysis And Portfolio Management		
Sr. No.	Modules	No. of Lectures
1	Valuation of Securities	15
2	Equity Analysis	15
3	Futures and Option Derivatives	15
4	Portfolio Management	15
Total No. of Lectures:		60

Sr. No.	Modules
1	Valuation of Securities
	<ul style="list-style-type: none"> Bond Valuation – Types of Bonds - Dated Securities and Zero Coupon Bonds; Strips Valuation of bonds; Yield, Current Yield, YTM, Yield to Call. Shares Valuation –Features of equity, valuation of shares- asset backing method, EPS method, Market value, Yield based methods, Fair value of shares, Dividend discount models- with constant dividend, with constant growth, multistage growth models. P/E based valuation-Taxation of Fixed Income Securities
2	Equity Analysis
	<ul style="list-style-type: none"> Fundamental Analysis – Concept, process, Economy Analysis, Sector Analysis, Company Analysis, Leverage Tools and Techniques of Fundamental Analysis, Business Cycle and Industry Analysis. Trend Analysis, Volume Analysis, EMH, Random Walk Hypothesis Indian Markets and Efficiency Charts Risk and return for one security, two security and portfolio. Efficient Frontier, Investor utility- Beta and Standard Deviation for Risk and Return analysis and Volatility analysis – Jensen’s Alpha.
3	Futures and Option Derivatives
	<ul style="list-style-type: none"> Types of Futures – On the basis of Maturity, On the basis of the underlying asset Futures Pricing – Cost of Carry Model; Mark to market. Definition of Options, Types of Options – Call Options, Put Options; Option Pay-Offs; Option Pricing – Binomial Model and Black & Scholes Model; Option Greeks. Risk Management and Hedging with Derivatives

4	Portfolio Management
	<ul style="list-style-type: none"> • Portfolio Management – Investment Strategies – Understanding of Stock Index – Construction and Composition of SENSEX and NIFTY, Calculation of Indices – Free Float Market Capitalization – Stoploss transactions • Portfolio creation techniques – Risk Parity – Factor based investing – Tax-Efficient investing – ESG Investing – Alternative Risk Premia – Stochastic Portfolio Optimization –Portfolio Rebalancing. • Portfolio theories –Modern Portfolio Theory(in depth)–Capital Asset Pricing Theory –Arbitrage Pricing Theory–Efficient Market Hypothesis–Black Litterman Model –Factor-Based Investing • Portfolio Mix and switching – Equity – Debt – Mutual Funds – Secured and Fixed Income Government Securities – Real Estate – Securitization – Foreign Currency – Bullion Market. • Economic Value Added – Market Value Added – Shareholders Value Added

Financial Markets
Securities Analysis and Portfolio Management
Question Paper Pattern (Academic Year: 2025-26)

Internal Examination & Semester End Examination – 100 Marks

A] Internals-40 Marks

Method of evaluation	Total marks
Assignment / Viva	20
Case study analysis/ Project / Presentation	20
TOTAL	40

B] Semester End Examination (SEE)- 60 Marks

Maximum Marks

60

Duration

: 2 Hours

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To Be Attempted)
Q-1	Attempt any Three from the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question	20	15
Q-2	Attempt any Three from the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question	20	15
Q-3	Attempt any Three from the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question	20	15
Q-4	Attempt any Three from the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question	20	15
	Total	75	60

Reference Books (with Chapters):

1. Strategic Financial Management – Dr. J.B. Gupta – Taxmann’s, New Delhi
2. Financial Management – Rajiv Shrivastava, Anil Misra – Oxford Higher Education
3. Financial Management- Ravi Kishore, Taxmann’s, New Delhi.
4. Financial Management: Problems and Solutions, Ravi Kishore, Taxmann’s, New Delhi
5. Financial Management – Theory & Practice by Prasanna Chandra, TMH Publishers 2004
6. Financial Management-I.M. Pandey, Vikas publishing house, New Delhi.
7. Options Futures and other Derivatives – John C.Hull, PHI-EEE, 2011
8. Reference Material of NCFM from www.nseindia.com

Syllabus of courses of TYBFM Programme (With effect from the Academic Year 2025-2026)**1. Major (1.A Financial Markets)****1.A.b. International Finance (4 Credits) Semester V**

1.Major	
1.A Financial Markets	
1.A.b International Finance	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	The objective of this course is to familiarize the student with the fundamental aspects of various issues associated with International Finance
CObj 2	The course aims to give a comprehensive overview of International Finance as a separate area in International Business
CObj 3	To introduce the basic concepts, functions, process, technique
CObj 4	To create an awareness of the role, functions and functioning of International Finance in this Globalized Market
Course Outcomes	
COut 1	The students get access to capital markets across the world.
COut 2	It helps them to understand the borrowing strategy during tough times and lend during good times
COut 3	Understanding of domestic investment and growth through capital import
COut 4	The study of International finance helps the learner to focuses on areas such as foreign direct investment and currency exchange rates
COut5	The learner is able to comprehend the concepts of International Monetary Systems
COut 6	The learner gets an introduction to knowledge and application of Exchange Rates
COut 7	Introduction to Foreign Exchange Markets, Structure of Foreign Exchange Markets
COut 8	There is awareness about International Parity Relationships & Foreign Exchange Rate
COut 9	The learner is able to understand the different types of Euro Bonds
COut10	The learner learns about Foreign Exchange Risk, Appraisal & Tax Management

Modules at a Glance

International Finance		
Sr. No.	Modules	No. of Lectures
1	Fundamentals of International Finance	15
2	Foreign Exchange Markets, Exchange Rate Determination & Currency Derivatives	15
3	World Financial Markets & Institutions & Risks	15
4	Foreign Exchange Risk, Appraisal & Tax Management	15
Total No. of Lectures:		60

Sr. No.	Modules
1	Fundamentals of International Finance
	<ul style="list-style-type: none"> • Introduction to International Finance: • Meaning/ Importance of International Finance, Scope of International Finance, Globalization of the World Economy, Goals of International Finance, The Emerging Challenges in International Finance • Balance of Payment: Introduction to Balance of Payment, Accounting Principles in Balance of Payment, Components of Balance of Payments, Balance of Payment Identity Indian Heritage in Business, Management, Production and Consumption. • International Monetary Systems: Evolution of International Monetary System, Gold Standard System, Bretton Woods System, Flexible Exchange Rate Regimes – 1973 to Present, Current Exchange Rate Arrangements, European Monetary System, Fixed & Flexible Exchange Rate System • An introduction to Exchange Rates: Foreign Bank Note Market, Spot Foreign Exchange Market Exchange Rate Quotations Direct & Indirect Rates Cross Currency Rates Spread & Spread % Factors Affecting Exchange Rates
2	Foreign Exchange Markets, Exchange Rate Determination & Currency Derivatives
	<ul style="list-style-type: none"> • Foreign Exchange Markets: Introduction to Foreign Exchange Markets, Structure of Foreign Exchange Markets, Types of Transactions & Settlement Date, Exchange Rate Quotations & Arbitrage, Forward Quotations (Annualized Forward Margin) • International Parity Relationships & Foreign Exchange Rate: Interest Rate Parity, Purchasing Power Parity & Fishers Parity, Forecasting Exchange Rates (Efficient Market Approach, Fundamental Approach, Technical Approach, Performance of the Forecasters), Global Financial Markets & Interest Rates (Domestic & Offshore Markets, Money Market Instruments) • Currency & Interest Rate Futures: Introduction to Currency Options (Option on Spot, Futures & Futures Style Options), Futures Contracts, Markets & the Trading Process, Hedging & Speculation with Interest Rate Futures, Currency Options in India

3	World Financial Markets & Institutions & Risks
	<ul style="list-style-type: none"> • Euro Currency Bond Markets: Introduction to Euro Currency Market, Origin of Euro Currency Market, Euro Bond Market (Deposit, Loan, Notes Market), Types of Euro Bonds, Innovation in the Euro Bond Markets, Competitive Advantages of Euro Banks, Control & Regulation of Euro Bond Market • International Equity Markets & Investments: Introduction to International Equity Market, International Equity Market Benchmarks, Risk & Return from Foreign Equity Investments, Equity Financing in the International Markets, Depository Receipts – ADR, GDR, IDR • International Foreign Exchange Markets: Meaning of International Foreign Exchange Market, FEMA, FIMMDA, Fund flow: Inflow (FDI) and outflow (overseas investments done by Indians) Scope & Significance of Foreign Exchange Markets, Role of Forex Manager, FDI v/s FPI, Role of FEDAI in Foreign Exchange Market • Banking, Tax heavens. Impact of Offshore Banking on Domestic Countries.
4.	Foreign Exchange Risk, Appraisal & Tax Management
	<ul style="list-style-type: none"> • Foreign Exchange Risk Management: Introduction to Foreign Exchange Risk Management, Types of Risk, Trade & Exchange Risk, Portfolio Management in Foreign Assets, Arbitrage & Speculation. • International Tax Environment: Meaning, Objectives, Types of Taxation, Benefits towards Parties doing Business Internationally, Tax Havens, Tax Liabilities. • International Project Appraisal: Meaning of Project Appraisal, Review of Net Present Value Approach (NPV), Option Approach to Project Appraisal in the International Context, Practice of Investment Appraisal

Financial Markets
International Finance
Question Paper Pattern (Academic Year: 2025-26)

Internal Examination & Semester End Examination – 100 Marks

A) Internals-40 Marks

Method of evaluation	Total marks
Assignment	20
Case study analysis/ Project	20
TOTAL	40

B] Semester End Examination (SEE)- 60 Marks

Maximum Marks	60
Duration	: 2 Hours

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To Be Attempted)
Q-1	Attempt any Three from the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question	20	15
Q-2	Attempt any Three from the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question	20	15
Q-3	Attempt any Three from the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question	20	15
Q-4	Attempt any Three from the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question	20	15
	Total	75	60

Reference Books (with Chapters):

Cheol. S. Eun & Bruce G. Resnick, International Finance Management

- Maurice D. Levi, International Finance – Special Indian Edition
- Prakash G. Apte, International Finance – A Business Perspective
- V A. Aadhani, International Finance
- P G Apte, International Financial Management, 5th Edition, The McGraw Hill

Syllabus of courses of TYBFM Programme (With effect from the Academic Year 2024-2025)**1. Major (1.A Financial Markets)****1.A.c. Equity Research (4 Credits)Semester III**

1.Major	
1.A Financial Markets	
1.A.c. Equity Research	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	To provide students with the skills and knowledge necessary for conducting in-depth analysis of individual stocks.
CObj 2	To provide learners with a comprehensive understanding of private equity investments
CObj 3	To cover fundamental and technical analysis for making investment recommendations from the learners level.
CObj 4	To apply valuation models and other aspects for the application of research in the context of the Indian equity market.
Course Outcomes	
COut 1	The student Learners are exposed to several research and financing concepts that practitioners in the field use and apply
COut 2	Learners can exercise powers of inquiry, logical thinking, and critical analysis of arguments and evidence
COut 3	Learners can get a comprehensive understanding of the principles and techniques of evaluating and presenting research reports.
COut 4	Learner learns to develop Research Oriented and application based thinking.
COut5	Learner is able to explain the meaning and features of financial regulators in Indiasuch as the Reserve Bank of India (RBI), Securities and Exchange Board of India (SEBI), and Insurance Regulatory and Development Authority of India (IRDAI).
COut 6	Learner understands the Role and Functions of the financial regulators
COut 7	Learner understands the meaning and classification of various financial instruments.
COut 8	Learner understands evaluation and characteristics of financial instruments and new financial instruments.
COut 9	Evaluate and compare different financial products available in India including their features, risks, and benefits.
COut10	Analyze the interdependencies and interactions between various components of the Indian financial system.

Modules at a Glance

Equity Research		
Sr. No.	Modules	No. of Lectures
1	Introduction to Equity Research	15
2	Fundamental and Technical Analysis of Stocks in Equity Research	15
3	Applications of Equity Research in Financial Markets	15
4	Equity Research Reports and Presentation	15
Total No. of Lectures:		60

Sr. No.	Modules
1	Introduction to Equity Research
	<ul style="list-style-type: none"> • Role and Importance of Equity Research • Differences between Buy-Side and Sell-Side Research • Regulatory Framework for Equity Research in India • Code of Ethics and Professional Standards • Equity Research Process: From Idea Generation to Report Publication • Algo Trading – Prompt Engineering and other tools for equity research.
2	Fundamental and Technical Analysis of Stocks in Equity Research
	<p><i>Submodule 2.1: Financial Statement Analysis</i></p> <ul style="list-style-type: none"> • Income Statement, Balance Sheet, and Cash Flow Analysis • Common-Size Analysis and Trend Analysis • Ratio Analysis: Liquidity, Profitability, and Solvency Ratios • Sources of Information for Fundamental Analysis • Study of Annual Reports <p><i>Submodule 2.2: Valuation Models</i></p> <ul style="list-style-type: none"> • Discounted Cash Flow (DCF) Valuation • Comparable Company Analysis (CCA) • Precedent Transaction Analysis (PTA) • Relative Valuation: Price/Earnings, Price/Book Ratios <p><i>Submodule 2.3: Industry and Company Analysis</i></p> <ul style="list-style-type: none"> • Industry Life Cycle and Competitive Forces • SWOT Analysis • Competitive Positioning and Strategy • Economic Moats and Sustainable Competitive Advantages • Overview of Technical Analysis in Equity Research • Integrating Fundamental and Technical Analysis • Sources of Information for Technical Analysis
3	Applications of Equity Research in Financial Markets
	<ul style="list-style-type: none"> • Equity and Fixed-Income Research • Macroeconomic Research and Forecasting • Investment Strategy and Portfolio Management • Risk Management and Derivatives Research • Regulatory and Policy Research in Finance • Multi-bagger and Penny stocks • Due diligence while Equity Research • Social Trading and ESG • Impact of Behavioral Finance and Biases on Financial Decisions
4	Equity Research Reports and Presentation
	<ul style="list-style-type: none"> • Components of a Research Report • Writing Investment Recommendations • Environment, Social and Governance Reporting • Business Responsibility and Sustainability Reporting • Effective Communication and Presentation Skills • Analyst-Company Interactions and Conference Calls • Critiquing and Evaluating Research Reports

Financial Markets

Equity Research

Question Paper Pattern (Academic Year: 2025-26)

Internal Examination & Semester End Examination – 100 Marks

A] Internals-40 Marks

Method of evaluation	Total marks
Assignment	20
Case study analysis/ Project	20
TOTAL	40

B] Semester End Examination (SEE)- 60 Marks

Maximum Marks

60

Duration

: 2 Hours

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To Be Attempted)
Q-1	Attempt any Three from the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question	20	15
Q-2	Attempt any Three from the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question	20	15
Q-3	Attempt any Three from the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question	20	15
Q-4	Attempt any Three from the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question	20	15
	Total	75	60

Reference Books (with Chapters):

- John C. Hull & Basu - Futures, options & other derivatives
- Robert McDonald, Derivatives market, Pearson education
- John Hull, Fundamentals of futures & options
- Ankit Gala & Jitendra Gala, Guide to Indian Commodity market, Buzzingstock publishing house
- K. Sasidharan & Alex K. Mathews, Option trading – bull market strategies, McGraw Hill publication
- Niti Chatnani, Commodity markets, McGraw Hill Publication
- S. Kevin, Commodities & financial derivatives, PHI learning Pvt Ltd
- Suni K Parmeswaran, Futures & options, McGraw Hill

Syllabus of courses of TYBFM Programme (With effect from the Academic Year 2025-2026)**2. Minor (Allied Course)****2.A.a. Corporate Communications and Public Relations (3 Credits)Semester V**

2.Minor	
2.A Corporate Communications and Public Relations	
2.A. a. Corporate Communications and Public Relations	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	To enable the learners to understand what corporate communication is.
CObj 2	To create awareness about what its role in corporations is, and the different perspectives on corporate communication.
CObj 3	To enable the learner to understand key concepts of corporate communication and public relations.
CObj 4	To ensure the learners know key theories of corporate communications and public relations.
Course Outcomes	
COut 1	The learners will develop knowledge, skills, and judgment around human communication.
COut 2	The learners are aware of the different traits that facilitate their ability to work collaboratively with others.
COut 3	The learner will cultivate communication skills to improve his/her competencies .
COut 4	Students will be able to explore how the lending decisions are taken and various terminologies used in Financial institutions .
COut5	The learner learns to manage conflict, understand small group processes, actively listen and appropriate self-disclosure.
COut 6	Learner understands the Role of communication of the financial regulators.
COut 7	Learner understands the impact of various financial instruments through communication channels.
COut 8	Learner understands evaluation and characteristics of financial instruments and new financial instruments.
COut 9	Evaluate and compare different financial products available in India including their features, risks, and benefits.
COut10	Analyze the interdependencies and interactions between various components of the Indian financial system.

Modules at a Glance

Corporate Communications and Public Relations		
Sr. No.	Modules	No. of Lectures
1	Foundation of Corporate Communication :Concept and Role of Technology	15
2	Understanding Public Relations	15
3	Functions of Corporate Communication	15
Total No. of Lectures:		45

Sr. No.	Modules
1	Foundation of Corporate Communication: Concept and Role of Technology
	<ul style="list-style-type: none"> • Corporate Communication: Introduction, Scope, Role of Corporate Communication in Contemporary Scenario • Corporate Identity: Meaning and Features • Corporate Image: Meaning, Factors Influencing Corporate Image, • Corporate Reputation: Meaning, Advantages of Good Corporate Reputation • Importance of Ethics in Corporate Communication • Mass Media Laws: Defamation, Invasion of Privacy, Copyright Act, Digital Piracy, RTI • Role of technology: Functions and types of Technology in Corporate Communication., E-media Relations-internal Communication, E-brand Identity and Company Reputation. • Role of Content writing for Corporate Blogging and other platforms
2	Understanding Public Relations
	<ul style="list-style-type: none"> • Fundamentals of Public Relations: Introduction, Meaning, Tracing Growth of Public Relations, Public Relations in India, Reasons for Emerging International Public Relations . • Essentials , Objectives , Scope ,measurement ,Significance of Public Relations in Business ,PR campaign process. • Public Relations Environment: Introduction, Social and Cultural Issues ,Economic Issues, Political Issues, Legal Issues • Theories used in Public Relations: Systems Theory, Situational Theory, Social • Exchange Theory, Diffusion Theory
3	Functions of Corporate Communication

	<ul style="list-style-type: none">• Media Relations: Introduction, Importance of Media Relations, Sources of Media Information, Building Effective Media Relations, Principles of Good Media Relations• Employee Communication: Introduction, Sources and organizing of Employee Communications, Public speaking and presentation skills for PR professionals, Introduction to PR agencies, Benefits of Good Employee Communications, Steps in Implementing An Effective Employee Communications Programme, Role of Management in Employee Communications.• Crisis Communication: Introduction, Impact of Crisis, Role of Communication in Crisis, Guidelines for Handling Crisis, Trust Building.• Financial Communication: Introduction, Tracing the Growth of Financial Communication in India, Audiences for Financial Communication, Financial Advertising.
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Corporate Communications and Public Relations
Question Paper Pattern (Academic Year: 2025-26)

Internal Examination & Semester End Examination – 100 Marks

A] Internals-40 Marks

Method of evaluation	Total marks
Assignment/Quiz	20
Case study analysis/ Project	20
TOTAL	40

B] Semester End Examination (SEE)- 60 Marks

Maximum Marks

60

Duration

: 2 Hours

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To Be Attempted)
Q-1	Answer the following: Any 4		
	A. Theory/Concept-based question B. Theory/Concept-based question C. Theory/Concept-based question D. Theory/Concept-based question E. Theory/Concept-based question	5 5 5 5 5	20
Q-2	Answer the following: Any 4		
	A. Theory/Concept-based question B. Theory/Concept-based question C. Theory/Concept-based question D. Theory/Concept-based question E. Theory/Concept-based question	5 5 5 5 5	20
Q-3	Answer the following: Any 4		
	A. Theory/Concept-based question B. Theory/Concept-based question C. Theory/Concept-based question D. Theory/Concept-based question E. Theory/Concept-based question	5 5 5 5 5	20
	Total		60

Reference Books (with Chapters):

- Richard R. Dolphin, The Fundamentals of Corporate Communication
- Joep Cornelissen, Corporate Communications: Theory and Practice
- James L. Horton, Integrating Corporate Communication: The Cost Effective Use of Message & Medium
- Sandra Oliver, Handbook of Corporate Communication & Public Relations A Cross-Cultural Approach
- Rosella Gambetti, Stephen Quigley, Managing Corporate Communication
- Joseph Fernandez, Corporate Communications: A 21st Century Primer
- C.B.M. van Riel, Chris Blackburn, Principles of Corporate Communication
- Jaishri Jethwaney, Corporate Communication: Principles and Practice

Syllabus of courses of TY B.F.M. Programme (With effect from the Academic Year 2024-2025)**3. General / Open Electives****3 A. General Electives (GE) / Open Electives (OE) 3.A.a. Social Entrepreneurship (3 Credits)****Semester V**

3. General /Open Electives	
General Electives (GE)/ Open Elective (OE)	
3.A.a Social Entrepreneurship	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	To enable learners to examine the impact of social entrepreneurship
CObj 2	To create awareness about regulatory challenges and emerging trends in the entrepreneurship industry.
CObj 3	To enable learners to get familiar with the growing trend of social entrepreneurship.
CObj 4	To understand the scope and Emerging trends of Social Entrepreneurship
Course Outcomes	
COut 1	The learner learns about Frameworks for measuring and evaluating social impact
COut 2	The learner is able to understand the importance of identifying and addressing social needs, approaches to creating social value .
COut 3	The learner understands the basic difference between social entrepreneurship and philanthropy.
COut 4	The learner understands the strategies for building relationships with investors, donors, and other stakeholders.
COut 5	There is awareness of the Regulatory framework and its challenges.
COut 6	The learner is familiar with the Role of social entrepreneurship in addressing global challenges such as poverty, inequality, climate change, and healthcare.
COut 7	There is better understanding of the framework of technology-enabled social enterprises
COut 8	The learner is aware of the tools and methodology involved in Emerging trends in social entrepreneurship.
COut 9	There is greater level of financial planning and resource management.
COut 10	The learner is able to take informed investment decisions

Modules at a Glance

Social Entrepreneurship		
Sr. No.	Modules	No. of Lectures
1	Foundations of Social Entrepreneurship	15
2	Building a Sustainable Social Enterprise	15
3	Social Entrepreneurship and Global Challenges	15
Total No. of Lectures:		45

Sr. No.	Modules
1	Foundations of Social Entrepreneurship
	<ul style="list-style-type: none"> • Defining Social Entrepreneurship: Definition, characteristics of social entrepreneurship, Difference between social entrepreneurship and philanthropy, non-profit organizations, traditional businesses, key motivations and values of social entrepreneurs • The Social Impact Framework: Frameworks for measuring and evaluating social impact (e.g., SROI, social return on investment), importance of identifying and addressing social needs, approaches to creating social value (e.g., poverty alleviation, environmental sustainability, education) • The Role of Innovation in Social Entrepreneurship: Analysis of social entrepreneurs using innovation to address social challenges, types of social innovations (e.g., technological, business model, social), importance of creativity and problem-solving in social entrepreneurship
2	Building a Sustainable Social Enterprise
	<ul style="list-style-type: none"> • Developing a Social Business Model: Different social business models (e.g., for-profit, non-profit, hybrid models), importance of financial sustainability and revenue generation, challenges and opportunities of creating a financially viable social enterprise • Building a Strong Team and Organization: Importance of leadership, teamwork, and organizational culture, strategies for building a high-performing team with diverse skills and perspectives • Accessing Resources and Funding: Different funding sources for social enterprises (e.g., impact investing, grants, social impact bonds), strategies for building relationships with investors, donors, and other stakeholders, importance of financial planning and resource management.
3	Social Entrepreneurship and Global Challenges
	<ul style="list-style-type: none"> • Addressing Global Challenges through Social Entrepreneurship: Role of social entrepreneurship in addressing global challenges such as poverty, inequality, climate change, and healthcare, Case studies of successful social enterprises addressing specific global challenges, importance of collaboration and partnerships in addressing complex

	<p>social issues.</p> <ul style="list-style-type: none">• The Future of Social Entrepreneurship: Emerging trends in social entrepreneurship, such as technology-enabled social enterprises, social impact investing, and the sharing economy, Potential and challenges of scaling social impact, Role of technology, innovation, and collaboration in shaping the future of social entrepreneurship
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Social Entrepreneurship***Question Paper Pattern (Academic Year: 2025-26)*****Internal Examination & Semester End Examination – 40 Marks****A] Internals-40 Marks**

Method of evaluation	Total marks
Practical Work/ Assignment/ Quiz/ Case Study/ Report on guest lecture/ activity	20
PowerPoint Presentation-Pre-set criteria	20
TOTAL	40

B] Semester End Examination (SEE)- 60 Marks

Maximum Marks

60

Duration

: 2 Hours

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks(To Be Attempted)
Q-1	Answer the following: Any 4		
	A. Theory/Concept-based question B. Theory/Concept-based question C. Theory/Concept-based question D. Theory/Concept-based question E. Theory/Concept-based question	5 5 5 5 5	20
Q-2	Answer the following: Any 4		
	A. Theory/Concept-based question B. Theory/Concept-based question C. Theory/Concept-based question D. Theory/Concept-based question E. Theory/Concept-based question	5 5 5 5 5	20
Q-3	Answer the following: Any 4		
	A. Theory/Concept-based question B. Theory/Concept-based question C. Theory/Concept-based question D. Theory/Concept-based question E. Theory/Concept-based question	5 5 5 5 5	20
	Total		60

• **References Books:**

1. "How to Change the World: Social Entrepreneurs and the Power of New Ideas" – David Bornstein
2. "Social Entrepreneurship: What Everyone Needs to Know" – David Bornstein & Susan Davis
3. "Getting Beyond Better: How Social Entrepreneurship Works" – Roger L. Martin & Sally R. Osberg
4. "Social Innovation: How Societies Find the Power to Change" – Geoff Mulgan
5. "Scaling Up Excellence: Getting to More Without Settling for Less" – Robert I. Sutton & Huggy Rao
6. "The Lean Startup" – Eric Ries
7. "The Social Entrepreneur's Playbook" – Ian C. MacMillan & James D. Thompson
8. "Mission, Inc.: The Practitioner's Guide to Social Enterprise" – Kevin Lynch & Julius Walls
9. "I Have a Dream" – Rashmi Bansal
10. "Beyond Profit: A Profile of Social Entrepreneurs" – Jerroo Billimoria
11. "Grassroots Innovation: Minds on the Margin Are Not Marginal Minds" – Anil K. Gupta

Teaching Pedagogy:

Lectures/ tutorials/ field work/ outreach activities/ project work/ vocational training/ viva/ seminars / term papers/ assignments / presentations / self-study/case studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning

Syllabus of courses of TY B.F.M. Programme (With effect from the Academic Year 2025-2026)**3. General / Open Electives****3 A. General Electives (GE) / Open Electives (OE)****3.A.a. Competitive Dynamics and Strategy (3 Credits)****Semester V**

3. General /Open Electives	
3.A. General Electives (GE)/ Open Elective (OE)	
3.Aa. Competitive Dynamics and Strategy	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	To equip students with the knowledge and skills to effectively manage and lead family businesses in a global context.
CObj 2	To develop critical thinking and decision-making skills to navigate the unique challenges and opportunities of family-owned enterprises.
CObj 3	To gain understanding of the complex dynamics between family relationships and business operations in a globalizing world.
CObj 4	To strategically expand family businesses into new markets and achieve sustainable growth.
Course Outcomes	
COut 1	Analyze the distinctive characteristics, strengths, and challenges of family businesses compared to non-family-owned enterprises.
COut 2	Evaluate and recommend appropriate governance structures for family businesses to ensure effective decision-making and succession planning.
COut 3	Develop strategies for managing interpersonal dynamics within the family context and minimizing conflict in business operations.
COut 4	Conduct market research and assess national expansion opportunities for family businesses, considering legal and regulatory complexities.
COut 5	Design and implement effective succession planning strategies for leadership transition and talent development within the family.
COut 6	Manage the financial aspects of family businesses, including capital structure, risk management, and financial performance analysis.
COut 7	Critically evaluate the feasibility and potential challenges of internationalizing family businesses.
COut 8	Develop cross-cultural competence to navigate diverse business environments and effectively communicate in an international setting.
COut 9	Identify and manage risks associated with global operations, including currency fluctuations, political instability, and cultural differences.
COut 10	Evaluate and leverage strategic alliances and partnerships to facilitate international expansion and mitigate market entry risks.

Modules at a Glance

Competitive Dynamics and Strategy		
Sr. No.	Modules	No. of Lectures
1	Foundations of Competitive Strategy	15
2	Competitive Dynamics and Game Theory	15
3	Emerging Competitive Landscapes	15
Total No. of Lectures:		45

Sr. No.	Modules
1	Foundations of Competitive Strategy
	<ul style="list-style-type: none"> • Industry Analysis: Introduce Porter's Five Forces model (threat of new entrants, bargaining power of buyers/suppliers, competitive rivalry, threat of substitutes), Analysis of impact of industry structure on competitive dynamics, Other frameworks for industry analysis (e.g., PESTLE analysis, SWOT analysis). • Competitive Advantage: Definition- competitive advantage and its sources (cost leadership, differentiation, focus), resource-based view of the firm (VRIO framework), importance of sustainable competitive advantage. • Strategic Positioning: Analysis of firms achieving strategic positioning in the market, competitive strategies (e.g., cost leadership, differentiation, focus, blue ocean strategy), importance of strategic fit and alignment with the external environment
2	Competitive Dynamics and Game Theory
	<ul style="list-style-type: none"> • Competitive Rivalry and Game Theory: Concept of competitive rivalry and its impact on firm performance, Game theory concepts (e.g., prisoner's dilemma, competitive games) and their application to competitive situations, Analysis of firms anticipation and response to competitive moves. • Competitive Intelligence and Market Monitoring: Importance of competitive intelligence gathering and analysis, methods for collecting and analyzing competitor information (e.g., market research, industry publications, social media monitoring), Analysis of ethical considerations of competitive intelligence gathering. • Responding to Competitive Threats: Strategies for responding to competitive threats (e.g., price wars, product innovation, strategic alliances), importance of flexibility and adaptability in competitive environments, Analysis of role of speed and responsiveness in competitive advantage.

3	Emerging Competitive Landscapes
	<ul style="list-style-type: none">• Disruptive Innovation and Technology: Analysis of the impact of disruptive technologies on competitive dynamics, challenges and opportunities presented by digital disruption, strategies for responding to disruptive innovation (e.g., embracing disruption, creating new markets).• Globalization and International Competition: Analysis of the impact of globalization on competitive landscapes, strategies for competing in international markets (e.g., global standardization, local adaptation), challenges of managing global operations and supply chains.• Future of Competition: Emerging trends in competition (e.g., platform competition, ecosystem competition, AI-powered competition), Analysis of the future of competitive advantage in a rapidly changing world, importance of innovation, agility, and adaptability in the future of business.

Competitive Dynamics and Strategy***Question Paper Pattern (Academic Year: 2024-25)*****Internal Examination & Semester End Examination – 100 Marks****A] Internals-40 Marks**

Method of evaluation	Total marks
Assignment/ Quiz/ Case Study/ Report on guest lecture/ activity	20
Assignment/ Project/ Case study	
PowerPoint Presentation-Pre-set criteria	20
TOTAL	40

B] Semester End Examination (SEE)- 60 Marks

Maximum Marks

60

Duration

: 2 Hours

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To Be Attempted)
Q-1	Answer the following: Any 4		
	A. Theory/Concept-based question	5	20
	B. Theory/Concept-based question	5	
	C. Theory/Concept-based question	5	
	D. Theory/Concept-based question	5	
	E. Theory/Concept-based question	5	
Q-2	Answer the following: Any 4		
	A. Theory/Concept-based question	5	20
	B. Theory/Concept-based question	5	
	C. Theory/Concept-based question	5	
	D. Theory/Concept-based question	5	
	E. Theory/Concept-based question	5	
Q-3	Answer the following: Any 4		
	A. Theory/Concept-based question	5	20
	B. Theory/Concept-based question	5	
	C. Theory/Concept-based question	5	
	D. Theory/Concept-based question	5	
	E. Theory/Concept-based question	5	
	Total		60

Reference Books:

1. Competitive Strategy: Techniques for Analyzing Industries and Competitors – Michael E. Porter
2. Competitive Advantage: Creating and Sustaining Superior Performance – Michael E. Porter
3. The Art of Strategy: A Game Theorist's Guide to Success in Business and Life – Avinash K. Dixit & Barry J. Nalebuff
4. The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail – Clayton M. Christensen
5. Seeing What's Next: Using the Theories of Innovation to Predict Industry Change – Clayton M. Christensen, Scott D. Anthony, Erik A. Roth
6. The End of Competitive Advantage: How to Keep Your Strategy Moving as Fast as Your Business – Rita Gunther McGrath
7. Platform Revolution: How Networked Markets Are Transforming the Economy – Geoffrey Parker, Marshall Van Alstyne, Sangeet Paul Choudary
8. Thinking Strategically: The Competitive Edge in Business, Politics, and Everyday Life – Avinash K. Dixit & Barry J. Nalebuff
9. The Strategy Paradox: Why Committing to Success Leads to Failure (and What to Do About It) – Michael E. Raynor
10. Good Strategy, Bad Strategy: The Difference and Why It Matters – Richard P. Rumelt
11. Measure What Matters – John Doerr
12. Playing to Win: How Strategy Really Works – A.G. Lafley & Roger Martin
13. The Hard Thing About Hard Things – Ben Horowitz

Teaching Pedagogy:

Lectures/ tutorials/ field work/ outreach activities/ project work/ vocational training/ viva/ seminars / term papers/ assignments / presentations / self-study/case studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning

Syllabus of courses of TY B.F.M. Programme (With effect from the Academic Year 2025-2026)**3. General / Open Electives****3 A. General Electives (GE) / Open Electives (OE)****3.A.a. Emotional Intelligence (3 Credits)****Semester V**

3. General /Open Electives	
3.A.General Electives (GE)/ Open Elective (OE)	
3.A.a. Emotional Intelligence	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	Learners will learn about self-awareness, self-regulation, social awareness, relationship management.
CObj 2	Learners will understand and compare different EI models, such as the MSCEIT and Goleman's model.
CObj 3	Learners acclimatize the evaluation of the correlation between EI and success in personal and professional domains.
CObj 4	Learners understand the impact of emotions on their thoughts and behaviours, and develop effective strategies for managing & regulating emotions.
CObj 5	Learners develop self-control, resist impulses, delay gratification, manage anger constructively
Course Outcomes	
COut 1	Learners are able to define and understand the core concepts of Emotional intelligence.
COut 2	Develop self-awareness and emotional regulation skills.
COut 3	Embrace social awareness and empathy.
COut 4	Understand the role of EI in effective leadership.
COut 5	Explore different models and analyze the impact of EI on various aspects of life.
COut 6	To understand and work on techniques for identifying and labelling emotions
COut 7	To know more about social awareness with respect to relationship management.
COut 8	To evaluate EI and success in different domains.

Modules at a Glance

Emotional Intelligence		
Sr. No.	Modules	No. of Lectures
1	Foundations of Emotional Intelligence	15
2	Managing Emotions, self esteem	15
3	Social Awareness and Relationship Management	15
Total No. of Lectures:		45

Sr. No.	Modules
1	Foundations of Emotional Intelligence
	<ul style="list-style-type: none"> • Introduction: Definition of EI, models of EI (Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT), Goleman's model), correlation between EI and success in different domains • Components- I: Self-awareness, self-regulation, social awareness, relationship management, difference between EI, IQ and personality traits • Importance of EI in Personal Life: Building strong relationships, managing stress, achieving personal goals, mental and emotional well-being • Importance of EI in Professional Life: Leadership effectiveness, teamwork, communication, conflict resolution, decision-making, customer service, job satisfaction
2	Managing Emotions, self esteem
	<ul style="list-style-type: none"> • Understanding Your Emotions: Explore techniques for identifying and labelling emotions (e.g., emotional vocabulary, journaling), impact of emotions on thoughts, behaviours, and decision-making. • Develop strategies for regulating emotions: Emotional regulation techniques, Deep breathing, relaxation exercises, cognitive reframing, Stress management techniques, Time management, exercise, healthy lifestyle habits. • Developing self-control: Resisting impulses, delaying gratification, managing anger. • Building Self-Confidence and Self-Esteem: connection between self-awareness, self-regulation, and self-esteem, Develop strategies for building self-confidence
3	Social Awareness and Relationship Management
	<ul style="list-style-type: none"> • Understanding Others' Emotions: Develop empathy and perspective-taking skills, learn to read nonverbal cues (body language, facial expressions, tone of voice). • Building and Maintaining Relationships: Development of strategies for building and maintaining healthy relationships • Leading with Emotional Intelligence: the role of EI in leadership-inspiring, motivating, creating positive & supportive work environment, building high performance teams, ethical and responsible decisions

Question Paper Pattern (Academic Year: 2025-2026)
Emotional Intelligence
Semester End Examination and Practical Examination – 100 Marks
SEMESTER V
A] Semester End Examination (SEE)- 60 Marks

Maximum Marks: 60

Duration: 2 Hours

Note: 1. All questions are compulsory.
2. All questions carry equal marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To be Attempted)
Q1.	Answer the following questions (Any 4) A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question E. Theory/Concept Based question	5 5 5 5 5	20
Q2.	Answer the following questions (Any 4) A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question E. Theory/Concept Based question	5 5 5 5 5	20
Q3.	Answer the following questions (Any 4) A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question E. Theory/Concept Based question	5 5 5 5 5	20
	Total	75	60

B] Internal Evaluation - 40 Marks

Method of Evaluation	Marks
Written Test/ MCQ	20
PowerPoint Presentation/ Group discussion/ Assignment	20
Total	40

Books and References:

- ☒ Emotional Intelligence by Daniel Goleman
- ☒ Emotional Intelligence 2.0 by Travis Bradberry and Jean Greaves
- ☒ Mindfulness for Beginners by Jon Kabat-Zinn
- ☒ The 7 Habits of Highly Effective People by Stephen R. Covey
- ☒ Self-Esteem by Nathaniel Branden
- ☒ Emotional Intelligence: Why It Can Matter More Than IQ – *Daniel Goleman*
- ☒ The Emotional Intelligence Quick Book: Everything You Need to Know to Put Your EQ to Work – *Travis Bradberry & Jean Greaves*
- ☒ Working with Emotional Intelligence – *Daniel Goleman*
- ☒ Primal Leadership: Unleashing the Power of Emotional Intelligence – *Daniel Goleman, Richard Boyatzis, Annie McKee*
- ☒ Emotional Intelligence 2.0 – *Travis Bradberry & Jean Greaves*
- ☒ The EQ Leader: Instilling Passion, Creating Shared Goals, and Building Meaningful Organizations through Emotional Intelligence – *Steven J. Stein*
- ☒ The Power of Now: A Guide to Spiritual Enlightenment – *Eckhart Tolle*
- ☒ The 7 Habits of Highly Effective People – *Stephen R. Covey*
- ☒ The Language of Emotional Intelligence: The Five Essential Tools for Building Powerful and Effective Relationships – *Jeanne Segal*
- ☒ The Four Agreements: A Practical Guide to Personal Freedom – *Don Miguel Ruiz*

Teaching Pedagogy:

Lectures/ tutorials/ field work/ outreach activities/ project work/ vocational training/ viva/ seminars / term papers/ assignments / presentations / self-study/case studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning

Syllabus of courses of TY B. F.M. Programme (With effect from the Academic Year 2025-2026)**4.B Vocational Skill Course (VSC)****4.B.a Direct Taxes (2 Credits)****Semester V**

4.B Vocational Skill Course (VSC)	
4.B Vocational Skill Course (VSC)	
4.B.a Direct Taxes	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	Learners will be able to understand direct taxation, its role in Government revenue, and its distinction from indirect taxes.
CObj 2	Learners will be able to compute total income and Tax under various heads considering residential status and exempt income by accommodating the provisions for clubbing of income along with set off and carry forward of losses.
CObj 3	Learners will be able to compute tax based on applicable provisions, including TDS, TCS, and advance tax along with the return filing procedure.
CObj 4	Learners will be able to apply provisions related to assessment, appeals, penalties, interest and prosecution under tax laws.
CObj 5	Learners will be able to interpret special provisions and miscellaneous tax regulations for compliance.
Course Outcomes	
COut 1	Learners understood direct taxation, its role in Government revenue, and its distinction from indirect taxes.
COut 2	Learners computed total income and Tax under various heads considering residential status and exempt income by accommodating the provisions for clubbing of income along with set off and carry forward of losses.
COut 3	Learners computed tax based on applicable provisions, including TDS, TCS, and advance tax along with the return filing procedure.
COut 4	Learners applied provisions related to assessment, appeals, penalties, interest and prosecution under tax laws.
COut 5	Learners interpreted special provisions and miscellaneous tax regulations for compliance.

Modules at a Glance

Direct Taxes		
Sr. No.	Modules	No. of Lectures
1	Introduction to Direct Taxes	10
2	Heads of Income & Computation of Total Income	10
3	Return of Income, TDS, TCS, Advance Tax & Miscellaneous Provisions	10
Total No. of Lectures:		30

Sr. No.	Modules
1	Introduction to Direct Taxes
	<ul style="list-style-type: none"> • Taxation as a source of Government Revenue • Difference between Direct and Indirect Taxation • Basic Terminologies • Administrative Structure • Scope of Total Income • Residential Status • Exempt Income • Tax Planning, Tax Management & Tax Evasion.
2	Heads of Income & Computation of total income
	<ul style="list-style-type: none"> • Income from Salaries • Income from House Property • Income from Capital Gains • Profits & Gains from Business & Profession • Income from Other Sources • Clubbing of Income • Set off and Carry forward of Losses • Deductions from Total Income • Computation of Total Income & Tax
3	Return of Income, TDS, TCS, Advance Tax & Miscellaneous Provisions
	<ul style="list-style-type: none"> • Understanding Slab rates of taxes. • Filing of Returns, Assessment & Appeals • Provisions pertaining to Tax Deducted and Collected at Source • Advanced Tax & Refund of Tax • Provisions pertaining to Interest & Penalties for violation of Income Tax Laws. • Provisions pertaining to under-reporting of income. • Miscellaneous & Special Provisions.

References Books:

- "Income Tax Act, 1961" – Government of India (Bare Act with latest amendments)
- "Direct Tax Laws & International Taxation – Module" – The Institute of Chartered Accountants of India (ICAI)
- "Direct Taxes Law & Practice" – Dr. Vinod K. Singhania & Dr. Monica Singhania
- "Students' Guide to Income Tax" – Dr. Vinod K. Singhania & Dr. Monica Singhania
- "Professional Approach to Direct Tax Laws & International Taxation" – Dr. Girish Ahuja & Dr. Ravi Gupta
- "Income Tax Law & Practice" – Dr. H.C. Mehrotra & Dr. S.P. Goyal
- "Taxation (Direct & Indirect)" – T.N. Manoharan & G.R. Hari

Direct Taxes (2 Credits)**Question Paper Pattern (Academic Year: 2025-26)****Internal Examination & Semester End Examination –20 Marks****A] Internals-20 Marks**

Method of evaluation	Total marks
Assignment/ Presentation / Case study	20
TOTAL	20

B] Semester End Examination (SEE)- 30 Marks**External evaluation:****Marks: 30****Duration: 1 hour****Note: (1) All questions are compulsory****(2) Use of calculator is permitted.**

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To Be Attempted)
Q-1	Attempt any two of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question	15	10
Q-2	Attempt any two of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question	15	10
Q-3	Attempt any two of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question	15	10
	Total	45	30

Syllabus of courses of TY B. F.M. Programme (With effect from the Academic Year 2025-2026)**6 . Field Project/ Apprenticeship /Community Engagement****6.a. Campus Preparatory- Competance and Employability
(2 Credits)Semester V**

6. Field Project/ Apprenticeship /Community Engagement (Any one course from the following list of courses)	
6.a Campus Preparatory- Competance and Employability (2 Credits)	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	
CObj 2	
CObj 3	
Course Outcomes	
COut 1	
COut 2	
COut 3	
COut 4	
COut 5	
COut 6	
COut 7	
COut 8	
COut 9	
COut 10	

Bachelor of Commerce (Financial Markets) Programme

Syllabus as per National Education Policy 2020

Course Structure

T.Y.B.F.M. (Level 4.5)

(To be implemented from Academic Year- 2025-26)

No. of Courses	Course Code	Semester V	Credits	No. of Courses	Course Code	Semester VI	Credits
1		Major (12credits)		1		Major (12 credits)	
1.A		Mandatory (Financial Markets)		1.A		Mandatory (Financial Markets)	
1.A.a		Security Analysis and Portfolio Management	04	1.A.a		Private Equity in Financial Markets	04
1.A.b		International Finance	04	1.A.b		Corporate Restructuring and Valuation	04
1.A.c		Equity Research	04	1.A.c		Equity Derivatives	04
2		Minor (03 credits)		2		Minor (03 credits)	
2.A.a		Corporate Communications and Public Relations	03	2.A.a		Governance Risk and Ethical Compliances	03
3		General Elective (GE)/ Open Elective (OE) (03 Credits)		3		General Elective (GE)/ Open Elective (OE) (03 Credits)	
3.A.a		Social Entrepreneurship	03	3.A.a		Sustainable Business Models	03
		Competitive dynamics and Strategy				Innovation, Creativity and Problem Solving	
		Emotional Intelligence				Human Capital investment	
4		Vocational & Skill Enhancement Courses (VSEC) (02 credits)		4		Vocational &Skill Enhancement Courses (VSEC) (02 credits)	
4.A		Skill Enhancement Courses (SEC)		4.A		Skill Enhancement Courses (SEC)	
4.A.a		-		4.A.a		-	
4.B		Vocational Skill Course (VSC)		4.B		Vocational Skill Course (VSC)	
4.B.a		Direct Taxes	02	4.B.a		Indirect Taxes	02
5		Ability Enhancement Course, Value Enhancement Course (02 credits)		5		Ability Enhancement Course, ValueEnhancement Course (02 credits)	
5.A		Ability Enhancement Course (AEC)		5.A		Ability Enhancement Course (AEC)	
5.A.a		-		5.A.a		-	
5.B		Value Enhancement Course		5.B		Value Enhancement Course (VEC)	

		(VEC)					
5.B.a		-		5.B.a		-	
5.C		Internship / Field Project/ Research Project /Community Engagement		5.C		Internship / Field Project/ Research Project /Community Engagement	
5.C.a		Campus Preparatory- Competence and Employability	02	5.C.a		Internship OR Project work related to major	02
TOTAL		CUMULATIVE CREDITS	22	TOTAL		CUMULATIVE CREDITS	22

SEMESTER VI

Syllabus of courses of TYBFM Programme (With effect from the Academic Year 2025-2026)**2. Major (1.A Financial Markets)****1.A.d. Private Equity in Financial Markets (4 Credits) Semester VI**

1.Major	
1.A Financial Markets	
1.A.a Private Equity in Financial Markets	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	To provide learners with a comprehensive understanding of private equity investment
CObj 2	To cover fundamental concepts, their role in financial markets and practical applications in the Indian financial context
CObj 3	To equip learners with the strategies employed by private equity firms
CObj 4	To enable the learners to become aware of the entire private equity lifecycle, from fundraising and deal sourcing to exit strategies
Course Outcomes	
COut 1	The learner is able to decide prudently on the type of portfolio management depending on the risk-taking appetite
COut 2	The learner understands the difference between Private Equity Fundraising and Deal Sourcing.
COut 3	The learner understands the Structure of Private Equity Fund.
COut 4	There is awareness about the Legal and Regulatory Framework for Private Equity in India
COut5	Learner understands Value Addition by Private Equity Firm
COut 6	Learner understands the Role and Functions of the Deal Terms and Agreements.
COut 7	Learner understands the meaning and classification of various financial instruments.
COut 8	Learner understands evaluation of Environmental, Social, and Governance (ESG) Considerations.
COut 9	Evaluate and compare different financial products available in India including their features, risks, and benefits.
COut10	Analyze the interdependencies and interactions between various components of the Indian financial system.

Modules at a Glance

Private Equity in Financial Markets		
Sr. No.	Modules	No. of Lectures
1	Introduction to Private Equity	15
2	Private Equity Fundraising Strategies	15
3	Deal Sourcing and Evaluation	15
4	Deal Structuring and Portfolio Management	15
Total No. of Lectures:		60

Sr. No.	Modules
1	Introduction to Private Equity
	<ul style="list-style-type: none"> • Definition and Characteristics of Private Equity • Historical Development and Evolution • Types of Private Equity: Venture Capital, Buyouts, Mezzanine Financing • Structure of Private Equity Funds • Legal and Regulatory Framework for Private Equity in India
2	Private Equity Fundraising Strategies
	<ul style="list-style-type: none"> • Fundraising Strategies • Sources of Capital: Limited Partners (LPs) • Fund Structure and Terms • Due Diligence by Limited Partners • Challenges in Fundraising
3	Deal Sourcing and Evaluation
	<ul style="list-style-type: none"> • Deal Origination: Networks and Channels • Deal Terms and Agreements • Leverage in Private Equity Transactions • Screening and Selection Criteria • Valuation Methods in Private Equity • Risk Assessment and Mitigation • Emerging Trends in the Private Equity Landscape • Impact of Economic Cycles on Private Equity • Exit Strategies: IPOs, Trade Sales, Secondary Buyouts
4	Deal Structuring and Negotiation

	<ul style="list-style-type: none">• Value Addition by Private Equity Firms• Governance and Monitoring of Portfolio Companies• Operational Improvements and Strategic Initiatives• Managing Relationships with Portfolio Companies• Environmental, Social, and Governance (ESG) Considerations• Challenges in Exits and Liquidity Event
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Financial Markets
Private Equity in Financial Markets
Question Paper Pattern (Academic Year: 2025-26)

Internal Examination & Semester End Examination – 100 Marks

A) Internals-40 Marks

Method of evaluation	Total marks
Assignment	20
Case study analysis/ Project	20
TOTAL	40

C| Semester End Examination (SEE)- 60 Marks

Maximum Marks	60
Duration	: 2 Hours

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To Be Attempted)
Q-1	Attempt any Three from the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question	20	15
Q-2	Attempt any Three from the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question	20	15
Q-3	Attempt any Three from the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question	20	15
Q-4	Attempt any Three from the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question	20	15
	Total	75	60

Reference Books (with Chapters):

- Private Equity: History, Governance, and Operations" by Harry Cendrowski, Louis W. Petro, and James P. Martin"
- Mastering Private Equity: Transformation via Venture Capital, Minority Investments & Buyouts" by Claudia Zeisberger, Michael Prahl, and Bowen White.
- Private Equity 4.0: Reinventing Value Creation" by Benoit Leleux and Hans van Swaay
- King of Capital: The Remarkable Rise, Fall, and Rise Again of Steve Schwarzman and Blackstone" by David Carey and John E. Morris
- "Barbarians at the Gate: The Fall of RJR Nabisco" by Bryan Burrough and John Helyar
- "The Masters of Private Equity and Venture Capital" by Robert Finkel and David Greising

Syllabus of courses of TYBFM Programme (With effect from the Academic Year 2025-2026)**1. Major (1.A Financial Markets)****1.A.e. Corporate Restructuring and Valuation (4 Credits)Semester VI**

1.Major	
1.A Financial Markets	
1.A.b Corporate Restructuring and Valuation	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	To impart knowledge relating to legal, accounting and practical implementation of corporate restructuring.
CObj 2	The subject covers the complex facets of corporate restructuring process
CObj 3	To impart knowledge relating redemption of preference share.
CObj 4	To impart knowledge relating Buy-back of equity share
Course Outcomes	
COut 1	Provide a comprehensive understanding of the principles and techniques of corporate restructuring analysis.
COut 2	Learners are exposed to several economic and accounting concepts that practitioners in the field use and apply.
COut 3	Learners can apply financial models and formulae to evaluate key parameters in the restructuring analysis
COut 4	Learners can exercise powers of inquiry, logical thinking, and critical analysis of arguments and evidence.
COut5	Interpret and evaluate theoretical arguments and empirical evidence
COut 6	Provide a comprehensive understanding about Redemption preference and Buy- back of Equity Shares
COut 7	Learner understands the meaning and classification of various financial instruments.
COut 8	Learner understands evaluation and characteristics of financial instruments and new financial instruments.
COut 9	Evaluate and compare different financial products available in India including their features, risks, and benefits.
COut10	Analyze the interdependencies and interactions between various components of the Indian financial system.

Modules at a Glance

Corporate Restructuring and Valuation		
Sr. No.	Modules	No. of Lectures
1	Corporate Restructuring – Introduction and Concepts	15
2	Accounting of Internal Reconstruction	15
3	Accounting of External Reconstruction (Amalgamation/ Mergers/ Takeovers and Absorption)	15
4	Redemption of Preference Shares and Buyback of Shares	15
Total No. of Lectures:		60

Sr. No.	Modules
1	Corporate Restructuring – Introduction and Concepts
	<ul style="list-style-type: none"> Corporate Restructuring - Historical Background, Meaning of Corporate Restructuring, Corporate Restructuring as a Business Strategy, Need and Scope of Corporate Restructuring. Planning, Formulation and Execution of Various Restructuring Strategies, Important Aspects to be considered while Planning or Implementing Corporate Restructuring Strategies. Forms of Restructuring - Merger, Demerger, Reverse merger, Disinvestment , Takeover/acquisition, Joint Venture (JV), Strategic Alliance, Franchising and Slump sale
2	Accounting of Internal Reconstruction
	<ul style="list-style-type: none"> Need for reconstruction and Company Law provisions, Distinction between internal and external reconstructions Methods including alteration of share capital, variation of share-holder rights, sub division, consolidation, surrender and reissue/cancellation, reduction of share capital, with relevant legal provisions and accounting treatments for same.
3	Accounting of External Reconstruction (Amalgamation/ Mergers/ Takeovers and Absorption)
	<ul style="list-style-type: none"> In the nature of merger and purchase with corresponding accounting treatments of pooling of interest and purchase methods respectively Computation and meaning of purchase consideration and Problems based on purchase method of accounting only.
4 .	Redemption of Preference Shares and Buyback of Shares

	<ul style="list-style-type: none">• Redemption out of profits/ New Issue• Bonus, Partly paid , unpaid preference shareholders• Concept of Buyback, sources of buyback, maximum limits on buy-back.• Compliance of Conditions- Offer price given/ Offer price to be computed.
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Financial Markets

Corporate Restructuring and Valuation

Question Paper Pattern (Academic Year: 2025-26)

Internal Examination & Semester End Examination – 100 Marks

A) Internals-40 Marks

Method of evaluation	Total marks
Assignment	20
Case study analysis/ Project	20
TOTAL	40

C] Semester End Examination (SEE)- 60 Marks

Maximum Marks

60

Duration

: 2 Hours

Question No.	Particulars (Nature of Questions)	Marks (To Be Attempted)
Q-1	Attempt from the following.	15
Q-2	Attempt from the following.	15
Q-3	Attempt from the following.	15
Q-4	Attempt from the following.	15
	Total	60

- 15 marks of a question could be a single 15 marks question or sub-divided into 10 marks and 5 marks or 7 marks and 8 marks.

Reference Books (with Chapters):

1. Ramanujam : Mergers et al, LexisNexis Butterworths Wadhwa Nagpur
2. Ray : Mergers and Acquisitions Strategy, Valuation and Integration, PH
3. Advanced Accounts Shukla and Grewal S. Chand and Co. (P) Ltd., New Delhi
4. Advanced accountancy R.L. Gupta and M. Radhaswamy S.
Chand and Co. (P)Ltd., New Delhi

Syllabus of courses of TYBFM Programme (With effect from the Academic Year 2025-2026)**4. Major (1.A Financial Markets)****1.A.f. Equity Derivatives (4 Credits)Semester VI**

1.Major	
1.A Financial Markets	
1.A.c. Equity Derivatives	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	To provide learners with a comprehensive understanding of the participants involved in the derivatives markets.
CObj 2	To cover fundamental concepts in understanding the Index Number, and economic significance of Index Movements
CObj 3	To equip learners with the conceptual knowledge required for clearing and settlement.
CObj 4	To enable the learners to understand the regulatory framework with respect to financial markets.
Course Outcomes	
COut 1	The learner is able to understand concepts of index numbers.
COut 2	The learner understands the difference between clearing and settlement.
COut 3	The learner understands the functioning of Regulatory framework
COut 4	There is awareness about the Derivatives Markets with respect to contracts, products, instruments and economic functions.
COut5	Learner understands the Desirable attributes of an Index
COut 6	Learner understands the Role and Functions of the SENSEX- Criteria for selection.
COut 7	Learner understands the meaning and classification of various financial instruments.
COut 8	Learner understands evaluation and review of Scrips for the SENSEX financial instruments.
COut 9	Evaluate and compare different financial products available in India including their features, risks, and benefits.
COut10	Analyze the interdependencies and interactions between various components of the Indian financial system.

Modules at a Glance

Equity Derivatives		
Sr. No.	Modules	No. of Lectures
1	Introduction to Derivatives	15
2	Market Index	15
3	Trading, Clearing and Settlement and Regulatory Framework	15
4	Risk Management with Equity Derivatives	15
Total No. of Lectures:		60

Sr. No.	Modules
1	Introduction to Derivatives
	<ul style="list-style-type: none"> • Definition, Factors driving the growth of financial derivatives • Derivatives contracts/products • Participants in the derivatives market • Economic functions of the Derivative Markets • OTC derivative instruments and markets • BSE Derivative Markets • Types of Memberships in the BSE Derivatives segment
2	Market Index
	<ul style="list-style-type: none"> • Understanding the Index Number, • Economic Significance of Index Movements • Index Construction Issues • Types of Indexes • Desirable attributes of an Index The SENSEX- Criteria for selection and review of Scrips for the SENSEX
3	Trading, Clearing and Settlement and Regulatory Framework
	<ul style="list-style-type: none"> • Trading-Trading Rules, Order Matching Rules , Order Conditions • Clearing And Settlement- Clearing Entities , Clearing members , Clearing banks • Clearing Mechanism • Settlement Mechanism • Securities Contracts (Regulation) Act, 1956 • Securities And Exchange Board Of India Act, 1992 • Regulation For Derivatives Trading
4	Risk Management with Equity Derivatives

	<ul style="list-style-type: none">• Hedging strategies with options and futures• Speculation strategies with options and futures• Risk management with swaps and warrants
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Financial Markets

Equity Derivatives

Question Paper Pattern (Academic Year: 2025-26)

Internal Examination & Semester End Examination – 100 Marks

A) Internals-40 Marks

Method of evaluation	Total marks
Assignment	20
Case study analysis/ Project	20
TOTAL	40

C| Semester End Examination (SEE)- 60 Marks

Maximum Marks

60

Duration

: 2 Hours

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To Be Attempted)
Q-1	Attempt any Three from the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question	20	15
Q-2	Attempt any Three from the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question	20	15
Q-3	Attempt any Three from the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question	20	15
Q-4	Attempt any Three from the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question	20	15
	Total	75	60

Reference Books (with Chapters):

- John C. Hull & Basu - Futures, options & other derivatives
- Robert McDonald, Derivatives market, Pearson education
- John Hull, Fundamentals of futures & options
- Ankit Gala & Jitendra Gala, Guide to Indian Commodity market, Buzzingstock publishing house
- K. Sasidharan & Alex K. Mathews, Option trading – bull market strategies, McGraw Hill publication
- Niti Chatnani, Commodity markets, McGraw Hill Publication
- S. Kevin, Commodities & financial derivatives, PHI learning Pvt Ltd
- Suni K Parmeswaran, Futures & options, McGraw Hill

Syllabus of courses of TYBFM Programme (With effect from the Academic Year 2025-2026)
5. Minor (Allied Course)

2.A.a. Governance Risk and Ethical Compliances (3 Credits)Semester VI

Semester VI

Minor Course	
Governance, Risk and Ethical Compliance	
(Course Credit 3)	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	To understand the principles, frameworks, and significance of corporate governance and its role in organizational sustainability.
CObj 2	To explore risk management strategies, processes, and tools used for identifying, assessing, and mitigating risks in business.
CObj 3	To examine ethical theories, professional standards, and corporate social responsibility (CSR) frameworks in ensuring ethical decision-making.
CObj 4	To analyze regulatory frameworks, compliance requirements, and their impact on corporate operations and financial integrity.
CObj 5	To develop critical thinking and decision-making skills for addressing governance challenges, managing risks, and ensuring ethical conduct in business.
Course Outcomes	
COut 1	Explain the key concepts of corporate governance, risk management, and ethical compliance in business environments.
COut 2	Evaluate different corporate governance models, principles, and best practices in national and international contexts.
COut 3	Identify various types of business risks, assess their potential impact, and apply risk management strategies to mitigate them.
COut 4	Analyze ethical dilemmas in corporate decision-making and propose ethical solutions based on established theories and frameworks.
COut 5	Demonstrate an understanding of regulatory and compliance requirements in corporate governance and their role in financial transparency.
COut 6	Apply governance and risk management tools in real-world business scenarios to enhance organizational integrity and accountability.
COut 7	Assess the role of corporate social responsibility (CSR) and sustainability in driving ethical business practices.

Modules at a Glance:

Sr. No.	Modules	No. Of lectures
1	Governance and Responsibility	15
2	Internal Control and Review	15
3	Professional Values, Ethics, and Social Responsibility	15
	TOTAL	45

Sr. No	Approved Syllabus
1	Governance and Responsibility
	<ul style="list-style-type: none"> • Understanding corporate governance principles and their role in organizational management and accountability. • Exploring agency relationships and theories, including the dynamics between principals and agents. • Examining the roles and responsibilities of boards of directors and board committees. • Analyzing directors' remuneration and its impact on governance. • Comparing different approaches to corporate governance and corporate social responsibility. • Discussing governance reporting and disclosure requirements.
2	Internal Control and Review:
	<ul style="list-style-type: none"> • Studying management control systems within corporate governance frameworks. • Assessing the role of internal control, audit, and compliance in governance. • Understanding internal control reporting mechanisms. • Evaluating management information systems in audit and internal control. • Controlling and Managing Risk • Developing strategies for targeting and monitoring risk. • Exploring methods for controlling and reducing risk, including risk avoidance, retention, and modeling. • Identifying and Assessing Risk: • Defining risk and understanding the risk management process. • Classifying different categories of risk, such as market, credit, and operational risks. • Learning techniques for risk identification, assessment, and measurement.
3	Professional Values, Ethics, and Social Responsibility
	<ul style="list-style-type: none"> • Examining ethical theories and their application in business contexts. • Analyzing different approaches to ethics and social responsibility. • Understanding the role of professions in serving the public interest. • Reviewing professional practice standards and codes of ethics. • Identifying conflicts of interest and the consequences of unethical behavior. • Discussing the ethical characteristics of professionalism. • Addressing social and environmental issues in business conduct and ethical behavior.

Reference Books:

- **Rejda, George E., & McNamara, Michael J.** (2020). *Principles of Risk Management and Insurance*. Pearson.
- **Hopkin, Paul** (2018). *Fundamentals of Risk Management: Understanding, Evaluating and Implementing Effective Risk Management*. Kogan Page.
- **Lam, James** (2017). *Enterprise Risk Management: From Incentives to Controls*. Wiley.
- **Fernando, A.C.** (2019). *Corporate Governance: Principles, Policies, and Practices*. Pearson India.
- **Balasubramanian, N.** (2013). *Corporate Governance and Stewardship*. McGraw-Hill Education.
- **Chakrabarti, Rajesh** (2012). *Corporate Governance in India: Evolution and Challenges*. Oxford University Press.
- **Kapoor, G.K. & Dhamija, Sanjay** (2020). *Corporate Laws and Governance*. Taxmann Publications
- **Mallin, Christine A.** (2018). *Corporate Governance*. Oxford University Press.
- **Tricker, Bob** (2019). *Corporate Governance: Principles, Policies, and Practices*. Oxford University Press.
- **Monks, Robert A.G., & Minow, Nell** (2011). *Corporate Governance*. John Wiley & Sons.

Teaching Pedagogy

Use of technology, Chalk and Talk method, Group discussions, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Question Paper Pattern (Academic Year: 2025-2026)**Governance, Risk and Ethical Compliance****Internal Examination & Semester End Examination – 100 Marks****A] Internals-40 Marks**

Method of evaluation	Marks
Assignment	20
Power Point Presentation-Pre-set criteria ^{##}	20
TOTAL	40

B] Semester End Examination (SEE)- 60 Marks

Maximum Marks 60

Duration : 2 Hours

Note:

- (1) All questions are compulsory, subject to internal choice.
- (2) Draw diagrams wherever necessary.
- (3) Figures to the right indicate full marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To Be Attempted)
Q-1	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-2	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
Q-3	Attempt any four of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question D. Theory / Case study/ concept-based question E. Theory / Case study/ concept-based question	25	20
	Total	75	60

Syllabus of courses of TY BFM Programme (With effect from the Academic Year 2025-2026)**3. General Elective/ Open Elective****3.A.a Sustainable Business Models (3 Credits)****Semester VI**

3. General Elective/ Open Elective	
3.A.a Sustainable Business Models	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	Understand the principles and importance of sustainability in business.
CObj 2	Analyze sustainable business practices and their impact on economic, environmental, and social dimensions.
CObj 3	Design and evaluate business models that integrate sustainability into core operations.
CObj 4	Explore global and regional trends in sustainable practices across industries.
Course Outcomes	
COut 1	Articulate the principles of sustainability and their relevance in modern business.
COut 2	Assess the effectiveness of sustainable practices in various industries.
COut 3	Develop sustainable business models that balance profitability with environmental and social goals.
COut 4	The learner understands the interconnectedness of profit, people, and planet,
COut 5	There is learning of designing products and services for reuse, repair, and recycling
COut 6	The learner is able to implement CSR initiatives that align with business Sustainability performance indicators Reporting standards

Modules at a Glance

Sustainable Business Models		
Sr. No.	Modules	No. of Lectures
1	Foundations of Sustainable Business	15
2	Developing Sustainable Business Models	15
3	Implementing and Measuring Sustainable Business	15
Total		45

Sr. No.	Modules
1	Foundations of Sustainable Business
	<ul style="list-style-type: none"> • Defining Sustainability: different dimensions of sustainability (environmental, social, economic), Environmental Sustainability: Climate change, resource depletion, pollution, biodiversity loss, circular economy, Social Sustainability: Social equity, human rights, fair labor practices, community development, ethical consumption, Economic Sustainability: Long-term profitability, inclusive growth, innovation, responsible investment. • Triple Bottom Line (TBL): Understanding the interconnectedness of profit, people, and planet, Sustainable Development Goals (SDGs): Aligning business strategies with global sustainability objectives, Stakeholder Theory: Identifying and understanding the needs and expectations of various stakeholders (customers, employees, suppliers, communities, investors).
2	Developing Sustainable Business Models
	<ul style="list-style-type: none"> • Circular Economy Principles: Designing products and services for reuse, repair, and recycling • Blue Ocean Strategy: Creating new market spaces and unmet customer needs through innovation • Business Model Canvas: A framework for analyzing and designing sustainable business models. • Shared Value Creation: Identifying and capturing both economic and social value, Eco-innovation: Developing new technologies and business models that minimize environmental impact, Social Entrepreneurship: Creating businesses that address social and environmental problems • Sustainable Supply Chains: Ensuring ethical and sustainable practices throughout the entire supply chain • Green Marketing and Consumer Behavior: Understanding consumer attitudes towards sustainable products and services.
3	Implementing and Measuring Sustainable Business
	<ul style="list-style-type: none"> • Sustainability Reporting: Communicating environmental and social performance to stakeholders. • Life Cycle Assessment (LCA): Evaluating the environmental impacts of products and services throughout their lifecycle. • Environmental Management Systems (EMS): Implementing and improving environmental performance within an organization. • Corporate Social Responsibility (CSR) Strategies: Developing and implementing CSR initiatives that align with business Sustainability performance indicators • Reporting standards: GRI, SASB, and integrated reporting, Role of technology in sustainability reporting • Case studies: Best practices in sustainability reporting, Regulatory and policy challenges, Market trends and consumer behavior • Financing sustainable business: Green bonds, venture capital, and ESG funds, The future of sustainable business: Trends and innovations.

*Question Paper Pattern (Academic Year: 2025-2026)***Sustainable Business Models****Semester End Examination and Practical Examination – 100 Marks****SEMESTER VI****A] Semester End Examination (SEE)- 60 Marks****Maximum Marks: 60****Duration: 2 Hours****Note: 1. All questions are compulsory.****2. All questions carry equal marks.**

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To be Attempted)
Q1.	Answer the following questions (Any 4) A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question E. Theory/Concept Based question	5 5 5 5 5	20
Q2.	Answer the following questions (Any 4) A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question E. Theory/Concept Based question	5 5 5 5 5	20
Q3.	Answer the following questions (Any 4) A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question E. Theory/Concept Based question	5 5 5 5 5	20
	Total	75	60

B] Internal Evaluation - 40 Marks

Method of Evaluation	Marks
Assignment/ Quiz/ Case Study/ Report on guest lecture/ activity	20
PowerPoint Presentation-Pre-set criteria	20
Total	40

Books and References:

- Sustainability: A Systems Approach by Tony Clayton and Nicholas Radcliffe.
- The Circular Economy Handbook by Peter Lacy, Jessica Long, and Wesley Spindler.
- Creating Shared Value by Michael Porter and Mark Kramer.
- The Sustainable MBA by Giselle Weybrecht.
- Business Model Generation by Alexander Osterwalder and Yves Pigneur.
- **"The Circular Economy Handbook: Realizing the Circular Advantage"** – Peter Lacy, Jessica Long, Wesley Spindler
- **"The Responsible Company: What We've Learned from Patagonia's First 40 Years"** – Yvon Chouinard, Vincent Stanley
- **"Sustainable Business Models: Principles, Promise, and Practice"** – Lars Moratis, Frans Melissen, Samuel O. Idowu
- **"The Business of Sustainability: Trends, Policies, Practices, and Stories of Success"** – Scott T. Young, Kanwalroop Kathy Dhanda
- **"Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers"** – Alexander Osterwalder, Yves Pigneur
- **"Green Giants: How Smart Companies Turn Sustainability into Billion-Dollar Businesses"** – E. Freya Williams
- **"The New Sustainability Advantage: Seven Business Case Benefits of a Triple Bottom Line"** – Bob Willard
- **"Sustainable Business and Industry: Designing and Operating for Social and Environmental Responsibility"** – Joseph Jacobsen
- **"Corporate Sustainability: Integrating Performance and Reporting"** – Ann Brockett, Zabihollah Rezaee
- **"The Upcycle: Beyond Sustainability—Designing for Abundance"** – William McDonough, Michael Braungart
- **"Sustainable Business Models: Innovation, Implementation and Success"** – Adam Lindgreen, François Maon, Stefan Gold
- **"Business Models for Sustainability Transitions: How Organizations Can Move Towards a Sustainable Future"** – Annabeth Agaard

Teaching Pedagogy:

Lectures/ tutorials/ field work/ outreach activities/ project work/ vocational training/ viva/ seminars / term papers/ assignments / presentations / self-study/case studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning

Syllabus of courses of TY BFM Programme
(With effect from the Academic Year 2025-2026)
3.General Elective/ Open Elective
3.A.a Innovation, Creativity and Problem Solving (3 Credits)
Semester VI

3. General Elective/ Open Elective	
3.A.a Innovation, Creativity and Problem Solving	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	Develop a deep understanding of the principles and processes of innovation and creativity in various fields.
CObj 2	Equip students with tools and techniques to approach and solve complex real-world problems creatively.
CObj 3	Inspire students to break conventional thinking patterns and develop original ideas.
CObj 4	Promote collaborative thinking by integrating insights from multiple disciplines.
CObj 5	Apply innovative and creative thinking strategies to real-life challenges in professional or entrepreneurial settings.
Course Outcomes	
COOut 1	Demonstrate the ability to generate, evaluate, and implement innovative ideas to address challenges.
COOut 2	Utilize creative problem-solving frameworks and techniques to develop novel solutions to complex problems.
COOut 3	Analyze and assess problems from multiple perspectives to identify effective solutions.
COOut 4	Apply design thinking methodologies to design and prototype user-centered solutions.
COOut 5	Work effectively in teams to brainstorm, develop, and present innovative ideas and solutions.
COOut 6	Translate creative concepts into actionable strategies for businesses, social causes, or technology ventures.
COOut 7	Foster a mindset of curiosity and continuous learning to adapt to evolving challenges and opportunities.

Modules at a Glance

Innovation, Creativity and Problem Solving		
Sr. No.	Modules	No. of Lectures
1	Foundations of Innovation & Creativity	15
2	Problem-Solving Strategies & Techniques	15
3	Fostering Innovation & Creativity in Organizations	15
Total		45

Sr. No.	Modules
1	Foundations of Innovation & Creativity
	<ul style="list-style-type: none"> • Defining Innovation: Types of innovation (product, process, business model, etc.), disruptive vs. sustaining innovation, the importance of innovation in a competitive world. • Understanding Creativity: The Creative Process: Divergent thinking, convergent thinking, stages of the creative process (preparation, incubation, illumination, verification). • Creative Blocks: Identifying and overcoming common creative blocks (fear of judgment, lack of motivation, perfectionism), Building Creative Confidence: Cultivating curiosity, embracing experimentation, developing a growth mindset. • The Role of Design Thinking: Human-centered approach to problem-solving, empathizing with users, generating ideas, prototyping and testing.
2	Problem-Solving Strategies & Techniques
	<ul style="list-style-type: none"> • Problem Identification & Definition: Identifying root causes using tools like fishbone diagrams, 5 Whys., Defining problems clearly and concisely using the "How Might We" framework. • Problem-Solving Methodologies: • Design Thinking: Detailed exploration of the design thinking process with practical applications. • Lean Startup: Iterative development, rapid prototyping, and customer feedback loops • Six Sigma: Data-driven approach to process improvement and defect reduction. • Decision-Making Techniques: Decision matrices: Evaluating options based on criteria, Cost-benefit analysis: Assessing the potential risks and rewards., SWOT analysis: Identifying strengths, weaknesses, opportunities, and threats.
3	Fostering Innovation & Creativity in Organizations
	<ul style="list-style-type: none"> • Creating an Innovative Culture: Encouraging experimentation and risk-taking, Fostering collaboration and knowledge sharing, Providing resources and support for innovation, Recognizing and rewarding innovative ideas. • Leadership in Innovation: The role of leaders in inspiring and motivating teams. Creating a vision for innovation and aligning teams towards that goal, Building a culture of continuous learning and improvement. • Innovation Tools & Technologies: Utilizing technology for idea generation and collaboration (e.g., online platforms, AI tools), exploring emerging technologies like artificial intelligence, block chain , and the Internet of Things.

Question Paper Pattern (Academic Year: 2025-2026)
Innovation, Creativity and Problem Solving
Semester End Examination and Practical Examination – 100 Marks
SEMESTER VI
A] Semester End Examination (SEE)- 60 Marks

Maximum Marks: 60

Duration: 2 Hours

Note: 1. All questions are compulsory.

2. All questions carry equal marks.

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To be Attempted)
Q1.	Answer the following questions (Any 4) A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question E. Theory/Concept Based question	5 5 5 5 5	20
Q2.	Answer the following questions (Any 4) A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question E. Theory/Concept Based question	5 5 5 5 5	20
Q3.	Answer the following questions (Any 4) A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question E. Theory/Concept Based question	5 5 5 5 5	20
	Total	75	60

B] Internal Evaluation - 40 Marks

Method of Evaluation	Marks
Assignment/ Quiz/ Case Study/ Report on guest lecture/ activity	20
PowerPoint Presentation-Pre-set criteria	20
Total	40

Books and References:

- The Innovator's Dilemma by Clayton M. Christensen
- Blue Ocean Strategy by W. Chan Kim & Renée Mauborgne
- Innovation and Entrepreneurship by Peter F. Drucker
- Creativity, Inc. by Ed Catmull
- The War of Art by Steven Pressfield
- Steal Like an Artist by Austin Kleon
- The Art of Problem Solving by Russell L. Ackoff
- Think Like a Rocket Scientist by Ozan Varol
- The McKinsey Mind by Ethan Rasiel & Paul Friga
- **"Creative Confidence: Unleashing the Creative Potential Within Us All"** – Tom Kelley & David Kelley
- **"The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail"** – Clayton Christensen
- **"The Medici Effect: What Elephants and Epidemics Can Teach Us About Innovation"** – Frans Johansson
- **"The Art of Innovation: Lessons in Creativity from IDEO, America's Leading Design Firm"** – Tom Kelley
- **"Lateral Thinking: Creativity Step by Step"** – Edward de Bono
- **"Thinkertoys: A Handbook of Creative-Thinking Techniques"** – Michael Michalko
- **"The Design of Everyday Things"** – Don Norman
- **"Problem Solving 101: A Simple Book for Smart People"** – Ken Watanabe
- **"Sprint: How to Solve Big Problems and Test New Ideas in Just Five Days"** – Jake Knapp
- **"The Back of the Napkin: Solving Problems and Selling Ideas with Pictures"** – Dan Roam
- **"A Whack on the Side of the Head: How You Can Be More Creative"** – Roger von Oech
- **"Steal Like an Artist: 10 Things Nobody Told You About Being Creative"** – Austin Kleon
- **"Imagine: How Creativity Works"** – Jonah Lehrer
- **"Mindset: The New Psychology of Success"** – Carol S. Dweck

Teaching Pedagogy:

Lectures/ tutorials/ field work/ outreach activities/ project work/ vocational training/ viva/ seminars / term papers/ assignments / presentations / self-study/case studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning

Syllabus of courses of TY BFM Programme (With effect from the Academic Year 2025-2026)

3.General Elective/ Open Elective
3.A.a Human Capital Investment (3 Credits)
Semester VI

3. General Elective/ Open Elective	
3.A.a Human Capital Investment	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	To understand the concept of human capital and its significance in economic growth and development.
CObj 2	To explore the relationship between education, health, and productivity as components of human capital.
CObj 3	To analyze the costs and benefits of investments in human capital.
CObj 4	To examine policies and strategies for fostering human capital development at micro and macro levels.
Course Outcomes	
COut 1	Define and explain the importance of human capital and its relationship to economic development.
COut 2	Differentiate between physical and human capital investments.
COut 3	Evaluate how investments in education, training, and healthcare affect individual and national economic productivity.
COut 4	Understand the return on investment (ROI) from human capital initiatives.
COut 5	Analyze case studies of human capital strategies in developing and developed countries.
COut 6	Apply human capital theories to solve real-world problems in organizations and economies.
COut 7	Develop strategies for workforce training, leadership development, and organizational growth.
COut 8	Assess the social consequences of inadequate human capital investment.

Modules at a Glance

Human Capital Investment		
Sr. No.	Modules	No. of Lectures
1	Introduction to Human Capital	15
2	Health and Human Capital	15
3	Policies for Human Capital Development	15
Total		45

Sr. No.	Modules
1	Introduction to Human Capital
	<ul style="list-style-type: none"> • Concept and definition of human capital, Differences between human and physical capital, Role of human capital in economic growth, Education as an investment in human capital, Private and social returns to education, Education systems and policies: A global perspective, Gender disparities in education and its impact on human capital, Skill development and training programs
2	Health and Human Capital
	<ul style="list-style-type: none"> • Health as a component of human capital • Economic impact of health on productivity and development • Public health policies and their role in human capital formation • Challenges in achieving universal health coverage • Cost-benefit analysis of health investments • Measuring returns on investment in human capital • Opportunity costs and long-term impacts
3	Policies for Human Capital Development
	<ul style="list-style-type: none"> • Government strategies for fostering human capital • Role of international organizations in human capital formation • Challenges in implementing human capital policies in developing countries

*Question Paper Pattern (Academic Year: 2025-2026)***Human Capital Investment****Semester End Examination and Practical Examination – 100 Marks****SEMESTER VI****A] Semester End Examination (SEE)- 60 Marks****Maximum Marks: 60****Duration: 2 Hours****Note: 1. All questions are compulsory.****2. All questions carry equal marks.**

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To be Attempted)
Q1.	Answer the following questions (Any 4) A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question E. Theory/Concept Based question	5 5 5 5 5	20
Q2.	Answer the following questions (Any 4) A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question E. Theory/Concept Based question	5 5 5 5 5	20
Q3.	Answer the following questions (Any 4) A. Theory/Concept Based question B. Theory/Concept Based question C. Theory/Concept Based question D. Theory/Concept Based question E. Theory/Concept Based question	5 5 5 5 5	20
	Total	75	60

B] Internal Evaluation - 40 Marks

Method of Evaluation	Marks
Written Test/ MCQ	20
PowerPoint Presentation/ Group discussion/ Assignment	20
Total	40

Books and References:

1. **"Investing in People: Financial Impact of Human Resource Initiatives"** – Wayne F. Cascio & John W. Boudreau
2. **"The ROI of Human Capital: Measuring the Economic Value of Employee Performance"** – Jac Fitzenz
3. **"Human Capital: What It Is and Why People Invest It"** – Thomas O. Davenport
4. **"The Economics of Human Capital"** – Gary S. Becker
5. **"Human Capital Management: Achieving Added Value Through People"** – Angela Baron & Michael Armstrong
6. **"Strategic Human Capital Management: Creating Value Through People"** – Rob Silzer & Ben Dowell
7. **"Beyond HR: The New Science of Human Capital"** – John W. Boudreau & Peter M. Ramstad
8. **"Talent Wins: The New Playbook for Putting People First"** – Ram Charan, Dominic Barton & Dennis Carey
9. **"The Talent Delusion: Why Data, Not Intuition, Is the Key to Unlocking Human Potential"** – Tomas Chamorro-Premuzic
10. **"Work Rules!: Insights from Inside Google That Will Transform How You Live and Lead"** – Laszlo Bock
11. **"The Case for Investing in Education and Workforce Development"** – Henry M. Levin
12. **"Education and Economic Growth: Links and Evidence"** – Eric Hanushek & Ludger Woessmann
13. **"The Knowledge Economy"** – Roberto Mangabeira Unger

Teaching Pedagogy:

Lectures/ tutorials/ field work/ outreach activities/ project work/ vocational training/ viva/ seminars / term papers/ assignments / presentations / self-study/case studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning

Syllabus of courses of TY B. F.M. Programme (With effect from the Academic Year 2025-2026)**4.B Vocational Skill Course (VSC)****4.B Vocational Skill Course (VSC)****4.B.a Indirect Taxes****(2 Credits)****Semester VI**

4.B Vocational Skill Course (VSC)	
4.B Vocational Skill Course (VSC)	
4.B.a <u>Indirect Taxes</u>	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	To understand the fundamentals of GST and Customs Law in India.
CObj 2	To explore administrative mechanisms, including registration, return filing, and taxpayer responsibilities.
CObj 3	To learn to compute tax liability and understand payment and refund processes.
CObj 4	To examine exemptions, special categories, and sector-specific provisions under GST and Customs.
CObj 5	To evaluate the role of technology in streamlining GST and Customs compliance.
Course Outcomes	
COut 1	Learners will develop a clear understanding of the fundamentals of GST and Customs Law in India.
COut 2	Learners will be able to explore and apply administrative mechanisms, including registration, return filing, and understanding taxpayer responsibilities.
COut 3	Learners will be able to compute tax liability and understand the processes for payment and refund under GST and Customs.
COut 4	Learners will be able to examine and apply exemptions, special categories, and sector-specific provisions under GST and Customs.
COut 5	Learners will evaluate and apply the role of technology in streamlining GST and Customs compliance.

Modules at a Glance

<u>Indirect Taxes</u>		
Sr. No.	Modules	No. of Lectures
1	Introduction to Goods & Services Tax	10
2	Administrative Mechanism for Goods & Services Tax	10
3	Introduction to Customs Laws	10
Total No. of Lectures:		30

Sr. No.	Modules
1	Introduction to Goods & Services Tax
	<ul style="list-style-type: none"> • Introduction and Overview of Goods & Services Tax • Features of Goods & Services Tax • Structure of Goods & Services Tax in India • Types of Goods & Services Tax • Types of Supply • Exemptions and Special Categories under Goods & Services Tax • Future of Goods & Services Tax in India
2	Administrative Mechanism for Goods & Services Tax
	<ul style="list-style-type: none"> • Registration under Goods & Services Tax • Input Tax Credit Mechanism • Rates and Classification of Goods & Services • Computation of Tax Liability & Payment • Return Filing Mechanism • Assessments & Audits • Tax Payers Rights and Responsibilities
3	Introduction to Customs Laws
	<ul style="list-style-type: none"> • Scope of Custom Laws • Overview of Customs Act, 1962 • Types of Custom Duties • Import & Export Procedures • Valuations under Customs Laws • Payment & Refund of Custom Duty • Role of Technology in Customs

References Books:

1. **"GST Law and Practice"** by V.S. Datey, Taxmann Publications – The ultimate guide to understanding GST with case studies and practical examples.
2. **"GST - Law & Practice"** by Dr. Girish Ahuja & Ravi Gupta, Bharat Law House – A comprehensive approach to mastering both theoretical and practical aspects of GST.
3. **ICAI Study Material on GST**, ICAI – The official, detailed material designed for CA aspirants to fully grasp GST concepts and application.
4. **"Customs Law Manual"** by V.S. Datey, Taxmann Publications – A complete reference manual that simplifies the Customs Act and related procedures.
5. **"Practical Guide to Customs Law"** by Dr. Sandeep Mehta, Bharat Law House – A practical, user-friendly guide on Customs duties, valuations, and procedures.
6. **"The Customs Act, 1962"** by D.K. Jain, Eastern Book Company – An authoritative analysis of the Customs Act with real-world case law examples.

Indirect Taxes (2 Credits)**Question Paper Pattern (AcademicYear: 2025-26)****Internal Examination & Semester End Examination –20 Marks****A] Internals-40 Marks**

Method of evaluation	Total marks
.	20
TOTAL	20

B] Semester End Examination (SEE)- 30 Marks**External evaluation:****Marks: 30****Duration: 1 hours****Note: (1) All questions are compulsory****(2) Use of calculator is permitted**

Question No.	Particulars (Nature of Questions)	Marks (Given)	Marks (To Be Attempted)
Q-1	Attempt any two of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question	15	10
Q-2	Attempt any two of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question	15	10
Q-3	Attempt any two of the following. A. Theory / Case study/ concept-based question B. Theory / Case study/ concept-based question C. Theory / Case study/ concept-based question	15	10
	Total	45	30

Syllabus of courses of TY B. F.M. Programme (With effect from the Academic Year 2025-2026)

6 . Field Project/ Apprenticeship /Community Engagement

6.a. Campus Preparatory- Competence and Employability

(2 Credits)Semester VI

6. Internship / Field Project/ Research Project /Community Engagement (Any one course from the following list of courses)	
6.a Campus Preparatory- Competance and Employability (2 Credits)	
Course Objectives and Course Outcomes	
Course Objectives	
CObj 1	
CObj 2	
CObj 3	
Course Outcomes	
COut 1	
COut 2	
COut 3	
COut 4	
COut 5	
COut 6	
COut 7	
COut 8	
COut 9	
COut 10	