



श्री माता वैष्णो देवी विश्वविद्यालय
SHRI MATA VAISHNO DEVI UNIVERSITY
School of Business, Faculty of Management
Sub Post office-182320, Jammu & Kashmir
(Recognized under Section 12 (B) & 2 (f) of UGC Act, 1956)

No: SMVDU/SoB/26/04

Date: 09.01.2026

Minutes of 22nd Meeting of Board of Studies of School of Business

A meeting of the Board of Studies (BoS) of the School of Business (SoB), Faculty of Management, SMVD University (Katra, J&K) held on 09-01-2026 (Friday) at 11:30 AM onwards in the Conference Room of School of Business. The following members of BoS were present in the meeting.

Following members were present in the meeting:

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|---|--------------------|
| • Dr. Arti Maini, Assistant Professor - SoB | - Chairperson |
| • Dr. Ashutosh Vashishtha, Professor & Dean - FoM | - Member |
| • Dr. Supran Kumar Sharma, Professor - SoB | - Member |
| • Dr. Jyoti Sharma, Professor - SoB | - Member |
| • Dr. Sushil Kumar Mehta, Associate Professor - SoB | - Member |
| • Dr. Rashi Taggar, Assistant Professor - SoB | - Member |
| • Dr. Syeda Shazia Bukhari, Assistant Professor - SoB | - Member |
| • Dr. Deepak Jain, Assistant Professor, SoB | - Member Secretary |

Dr. Hari Govind Mishra, Associate Professor – SoB, and Dr. Divya Singh Jamwal (Assistant Professor – Contractual) were on leave.

Dr. Sarabjot Singh (Assistant Professor – Contractual), Dr. Ketan Bhat, Assistant Professor – SoB, and Dr. Ritu Rana, Assistant Professor - SoB were also present in the meeting.

Both External Experts i.e. Prof. Kriti Bardhan Gupta (Center of Food and Agribusiness Management, IIM Lucknow), and Mr. Arun Gupta (General Manager, Siemens) joined the meeting in an online mode through google meet link <https://meet.google.com/byq-uuko-tep>

Chairperson, Dr. Arti Maini welcomed the members and external expert of the Board of Studies of School of Business (SoB) and requested the member secretary to present the agenda of meeting for deliberations / suggestions / recommendations.

Dr. Deepak Jain, Member Secretary presented the agenda of Meeting and invited suggestions / recommendations over the following agenda items. The meeting was convened in order to discuss the following:

Agenda Item 1: Review of Course Titles and Course Codes offered to the students for course work, registered for Ph.D. in the School of Business.

The deliberations were made and the house unanimously recommends that Ph.D. Students are required to fulfil the minimum requirement of 18 Credits in course work instead of 12 credits as per university norms. The student can make the choice of the course based on their registration in

odd semester or in even semester and the subjects being offered in respective semesters of P.G. program. The L-T-P of the courses were also revised to 4 credits. Simultaneously, course codes of the Ph.D. courses were also updated in accordance to the course structure of P.G. program.

Table-1

List of Pre-Ph.D. Courses w.e.f. June 2023 Core Courses			New Ph.D. Courses Core Courses		
Course Name	Credits (LTP)	Course Code	Course Name	Credits (LTP)	Course Code
Research Methodology	LTP 4-0-0, Credit 4	BUL9221	Research Methodology	LTP 4-0-0, Credit 4	BULDC901 (Odd Semester)
Minor Project	Credit 2	BUD9231	Minor Project	Credit 2	BULDC902 (Even Semester)
Research and Publication Ethics	Code is from the School of Philosophy and Culture, LTP 2-0-0, 2 Credits	PCL9136	Minor Project	Credit 2	BURPR901 (Odd Semester)
			Research and Publication Ethics	2 Credits	BURPR902 (Odd Semester)
			Research and Publication Ethics	2 Credits	Code is from School of Philosophy and Culture
Elective Courses			Elective Courses Odd Semester		
Course Name	Credits (LTP)	Course Code	Course Name	Credits (LTP)	Course Code
Statistical Methods for Mgmt. Decision	LTP 3-0-0, Credit 3	BUE9091	Statistical Methods for Decision Making	4 Credits (3-1-0)	BULDE901
Strategic Management	LTP 3-0-0, Credit 3	BUE9013	Financial and Management Accounting	4 Credits (3-1-0)	BULDE903
Entrepreneurship	LTP 3-0-0, Credit 3	BUE9015	Managerial Economics	4 Credits (3-1-0)	BULDE905
Strategy & Sustainability	LTP 3-0-0, Credit 3	BUE9011	Marketing Management	4 Credits (3-1-0)	BULDE907
Business Turnaround and Organizational Transformation	LTP 3-0-0, Credit 3	BUE9026	Organizational Behaviour	4 Credits (3-1-0)	BULDE909
Strategic HRM	LTP 3-0-0, Credit 3	BUE9261	Contemporary Environment for Managers	4 Credits (3-1-0)	BULDE911
Understanding Workplaces and Industrial Psychology	LTP 3-0-0, Credit 3	BUE9027	Artificial Intelligence and Machine Learning for Managers	4 Credits (3-1-0)	BULDE913
Performance and Talent Management	LTP 3-0-0, Credit 3	BUE9029	Project Planning, Appraisal and Management	4 Credits (3-1-0)	BULDE915
Managing Teams	LTP 3-0-0, Credit 3	BUE9265	Strategic Management	4 Credits (3-1-0)	BULDE917
Behavioral Perspective	LTP 3-0-0, Credit 3	BUE9262	Consumer Behaviour	4 Credits (3-1-0)	BULDE921
			Marketing Strategy	4 Credits (3-1-0)	BULDE923
			Product and Brand Management	4 Credits (3-1-0)	BULDE925
			Digital and Social Media Marketing	4 Credits (3-1-0)	BULDE927

Note: Course code will be applicable based on registration of Ph.D. students in the Odd semester or in Even semester.

of Managing Human Resources	Credit 3	
Advanced Human Resource Management	LTP 3-0-0, Credit 3	BUE9263
Advertising and Branding	LTP 3-0-0, Credit 3	BUE9031
Consumer Behavior	LTP 3-0-0, Credit 3	BUE9036
Marketing Strategy	LTP 3-0-0, Credit 3	BUE9037
Marketing Decision Making	LTP 3-0-0, Credit 3	BUE9039
Marketing Models	LTP 3-0-0, Credit 3	BUE9251
Advanced Retail Marketing	LTP 3-0-0, Credit 3	BUE9252
Destination Marketing	LTP 3-0-0, Credit 3	BUE9033
Content Marketing	LTP 3-0-0, Credit 3	BUE9032
Disruptive Marketing	LTP 3-0-0, Credit 3	BUE9034
Management of Healthcare Services	LTP 3-0-0, Credit 3	BUE9035
Business Valuation Mergers & Acquisitions	LTP 3-0-0, Credit 3	BUE9046
Security Analysis and Portfolio Management	LTP 3-0-0, Credit 3	BUE9043
Financial Derivatives and Risk Management	LTP 3-0-0, Credit 3	BUE9044
Financial Engineering	LTP 3-0-0, Credit 3	BUE9272
Behavioral Finance	LTP 3-0-0, Credit 3	BUE9048
Micro Finance	LTP 3-0-0, Credit 3	BUE9049
Forensic Audit and Fraud Investigations	LTP 3-0-0, Credit 3	BUE9273

Understanding Workplaces and Industrial Psychology	4 Credits (3-1-0)	BULDE929
Power and Politics in Organizations	4 Credits (3-1-0)	BULDE931
Negotiation Skills	4 Credits (3-1-0)	BULDE933
Organization Change and Intervention Strategies	4 Credits (3-1-0)	BULDE935
Behavioral Finance	4 Credits (3-1-0)	BULDE937
Security Analysis and Portfolio Management	4 Credits (3-1-0)	BULDE939
Sustainable Finance	4 Credits (3-1-0)	BULDE941
Forensic Audit and Fraud Investigation	4 Credits (3-1-0)	BULDE943
Business Analytics using Data Mining	4 Credits (3-1-0)	BULDE945
Data Analytics in Finance	4 Credits (3-1-0)	BULDE947
Business Intelligence	4 Credits (3-1-0)	BULDE949
Big Data Analytics	4 Credits (3-1-0)	BULDE951

**Elective Courses
Even Semester**

Course Name	Credits (LTP)	Course Code
Integrated Marketing Practices	4 Credits (3-1-0)	BULDE902
Decision Models and Optimization	4 Credits (3-1-0)	BULDE904
Management of Organizations	4 Credits (3-1-0)	BULDE906
Corporate Finance	4 Credits (3-1-0)	BULDE908
Supply Chain Management	4 Credits (3-1-0)	BULDE910
Entrepreneurship	4 Credits (3-1-0)	BULDE912
Leadership and Team Management	4 Credits (3-1-0)	BULDE914
Business Laws	4 Credits (3-1-0)	BULDE916
Retail Marketing	4 Credits (3-1-0)	BULDE918
Marketing of Services	4 Credits (3-1-0)	BULDE920
Rural Marketing	4 Credits (3-1-0)	BULDE922
Advances in Tourism Marketing	4 Credits (3-1-0)	BULDE924
Performance and Talent Management	4 Credits (3-1-0)	BULDE926
Strategic Human Resource	4 Credits	BULDE928

Supply Chain Management	LTP 3-0-0, Credit 3	BUE9052	Management	(3-1-0)	
Integrated Logistics	LTP 3-0-0, Credit 3	BUE9051	Competency Mapping and Assessment	4 Credits (3-1-0)	BULDE930
Marketing	LTP 3-0-0, Credit 3	BUE9051	Cross-Cultural HRM	4 Credits (3-1-0)	BULDE932
Relationship and Supplier Management	LTP 3-0-0, Credit 3	BUE9053	Strategic Corporate Finance	4 Credits (3-1-0)	BULDE934
Econometrics Method for Research	LTP 3-0-0, Credit 3	BUE9191	Business Valuation, Mergers and Acquisitions	4 Credits (3-1-0)	BULDE936
HR Analytics	LTP 3-0-0, Credit 3	BUE9241	International Financial Management	4 Credits (3-1-0)	BULDE938
			Financial Derivatives and Risk Management	4 Credits (3-1-0)	BULDE940
			Enterprise Analytics	4 Credits (3-1-0)	BULDE942
			Marketing Analytics	4 Credits (3-1-0)	BULDE944
			Computational Analytics	4 Credits (3-1-0)	BULDE946
			Social and Web Analytics	4 Credits (3-1-0)	BULDE948

Agenda Item 2: Review of Course Structure and Contents for Four Year Undergraduate Program (FYUP) under NEP-2020 for FYUP 2025 Batch and onwards to include 'Course Titles' to be offered under Ability Enhancement Courses to be offered by School of Business.

It was apprised that from now-onwards the School of Business is required to offer courses under 'Ability Enhancement Courses' in Semester 1st and 2nd of First Year and in 3rd Semester of 2nd Year for university students.

The existing course structure of the Four-Year Undergraduate Program (FYUP) under NEP-2020 for FYUP 2025 Batch was reviewed for inclusion of courses under the category 'Ability Enhancement Courses'.

The deliberations were made and the house recommends to include the course titled "Entrepreneurship Essentials" as AEC in both semesters (I & II) of first year with a ceiling of 60 students in each semester. The course titled "Wellbeing Management" is also introduced in the 3rd Semester of 2nd Year with a ceiling of 60 students in each semester. The Ceiling of 60 students is also applicable on 'Value Added Courses' along with 'Skills Enhancement Courses' offered in first year and second year respectively to university students.

External Experts found the titles and contents of both the courses suitable enough considering the courses are offered to the Undergraduate students.

Agenda Item 3: Review the Six-Month Post Graduate Certificate Programme in FinTech (An Industry-Oriented Skill Program) to be offered from next academic session 2026 onwards.

A proposal on Six-Month Post Graduate Certificate Programme in FinTech (An Industry-Oriented Skill Program) was presented in-front of the board and external members.

The deliberations were made on the proposal. The house was appraised about the discussions taking place with BFSI for possible MoU. Email correspondence is also shared with the house. The said certificate to be included from the academic session 2026-27 onwards.

External Experts found the proposal impressive and requirement of time. They raised the concern on possible strategy to tap the target audience for the course. External experts were informed that existing students, alumni and local financial bodies shall be the prospects for the course.

Agenda Item 4: Review of the Course Codes of courses under 'Business Analytics' specialization offered under Four Year Undergraduate Program (FYUP) under NEP-2020 for FYUP 2024 Batch.

It was appraised that there exists correction over course codes given to courses offered under 'Business Analytics' of FYUP 2024 course structure and need to be updated.

The course codes of the courses offered under the specialization 'Business Analytics' in Semester-VI of FYUP 2024 course structure was reviewed. The changes in the course codes were accepted as the correction were made as per the university examination system.

Table-2

Existing Course Codes Semester VI of 3 rd Year of FYUP			New Course Codes Semester VI of 3 rd Year of FYUP		
Name of Course	Credit (L-T-P)	Course Code	Name of Course	Credit (L-T-P)	Course Code
Analytics for Business Strategies	4 Credits (3-1-0)	BULMI312	Analytics for Business Strategies	4 Credits (3-1-0)	BULMI318
Digital Innovations	4 Credits (3-1-0)	BULMI314	Digital Innovations	4 Credits (3-1-0)	BULMI320
Predictive Analytics	4 Credits (3-1-0)	BULMI316	Predictive Analytics	4 Credits (3-1-0)	BULMI322


Agenda 5: Any Other Issues with Permission of Chair

Based on the feedback received from the Alumni of SoB and inputs from existing students, the house discussed the possibility of offering MBA with Dual Specialization. External Experts were found in-agreement with the idea. However, the issue is preserved for the next Board of Studies.

Chairperson conveyed vote of thanks to external members on behalf of all faculty members of SoB. Prof. Kriti Bardhan Gupta and Mr. Arun Gupta appreciated the initiatives taken by School of Business for student development and upliftment and showed willingness to support in the launch of Six-Month Post Graduate Certificate Programme in FinTech.

The meeting ends with vote of thanks to the chair.





Dr. Deepak Jain,
Member Secretary, BoS, SoB


Dr. Arti Maini
Head, SoB & Chairperson, BoS

Copy to:

1. Dean, FoM
2. Dean, Academic Affairs for information.
3. Registrar, SMVDU for information.
4. PS to VC, SMVDU for information to HVC.
5. Members of BoS of SoB.
6. Office File.

Encl.:

1. Revised Course structure of Ph.D. for Agenda Item No. 1
2. Revised Course structure of FYUP 2024 Batch for Agenda Item No. 2 and 4
3. Proposal of Six-Month Post Graduate Certificate Programme in FinTech for Agenda Item No. 5



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AGENDA FOR 22nd BOARD OF STUDIES

A 22nd Meeting of Board of Studies (BoS) of School of Business, Faculty of Management, SMVD University (Katra, J&K) to be scheduled in the month of January 2026.

Following are the agenda to be discussed in Academic Affairs Committee (AAC) before putting in BoS:

Agenda 1: Review of Course Titles and Course Codes offered to the students for course work who registered for Ph.D. in the School of Business.

Agenda 2: Review of Course Structure and Contents for Four Year Undergraduate Program (FYUGP) under NEP-2020 for FYUP 2024 Batch and onwards to include 'Course Titles' to be offered under Ability Enhancement Courses to be offered by School of Business.

Agenda 3: Review the Six-Month Post Graduate Certificate Programme in FinTech (An Industry-Oriented Skill Program) to be offered from next academic session 2026 onwards.

Agenda 4: As Any other issue with the permission of the Chair

Dr Deepak Kumar Jain

Member Secretary, Academic Affairs Committee

Copy to:

- Dean, FoM
- Head, School of Business.
- Dean, Academic Affairs.
- Registrar, SMVDU for information.
- Faculty Members of SoB.
- Office File.

Ph.D.COURSES

Core Courses	Course Name	Credits (LTP)	Course Code
Department Core Course (DCC1)	Research Methodology	LTP 4-0-0, Credit 4	BULDC901 (Odd Semester) BULDC902 (Even Semester)
Department Core Course (DCC2)	Minor Project	Credit 2	BURPR901 (Odd Semester) BURPR902 (Odd Semester)
----	Research and Publication Ethics	2 Credits	Code is from School of Philosophy and Culture

Note: Course code will be applicable based on registration of Ph.D. students in Odd semester or in Even semester.

Odd Semester	Course Name	Credits (LTP)	Course Code
Department Elective Course (DEC1)	Statistical Methods for Decision Making	4 Credits (3-1-0)	BULDE901
Department Elective Course (DEC2)	Financial and Management Accounting	4 Credits (3-1-0)	BULDE903
Department Elective Course (DEC3)	Managerial Economics	4 Credits (3-1-0)	BULDE905
Department Elective Course (DEC4)	Marketing Management	4 Credits (3-1-0)	BULDE907
Department Elective Course (DEC5)	Organizational Behaviour	4 Credits (3-1-0)	BULDE909
Department Elective Course (DEC6)	Contemporary Environment for Managers	4 Credits (3-1-0)	BULDE911
Department Elective Course (DEC7)	Artificial Intelligence and Machine Learning for Managers	4 Credits (3-1-0)	BULDE913
Department Elective Course (DEC8)	Project Planning, Appraisal and Management	4 Credits (3-1-0)	BULDE915
Department Elective Course (DEC9)	Strategic Management	4 Credits (3-1-0)	BULDE917
Department Elective Course (DEC10)	Consumer Behaviour	4 Credits (3-1-0)	BULDE921
Department Elective Course (DEC11)	Marketing Strategy	4 Credits (3-1-0)	BULDE923
Department Elective Course (DEC12)	Product and Brand Management	4 Credits (3-1-0)	BULDE925
Department Elective Course (DEC13)	Digital and Social Media Marketing	4 Credits (3-1-0)	BULDE927
Department Elective Course (DEC14)	Understanding Workplaces and Industrial Psychology	4 Credits (3-1-0)	BULDE929
Department Elective Course (DEC15)	Power and Politics in Organizations	4 Credits (3-1-0)	BULDE931
Department Elective Course (DEC16)	Negotiation Skills	4 Credits (3-1-0)	BULDE933
Department Elective Course (DEC17)	Organization Change and Intervention Strategies	4 Credits (3-1-0)	BULDE935
Department Elective Course (DEC18)	Behavioral Finance	4 Credits (3-1-0)	BULDE937
Department Elective Course (DEC19)	Security Analysis and Portfolio Management	4 Credits (3-1-0)	BULDE939
Department Elective Course (DEC20)	Sustainable Finance	4 Credits (3-1-0)	BULDE941
Department Elective Course (DEC21)	Forensic Audit and Fraud Investigation	4 Credits (3-1-0)	BULDE943
Department Elective Course (DEC22)	Business Analytics using Data Mining	4 Credits (3-1-0)	BULDE945
Department Elective Course (DEC23)	Data Analytics in Finance	4 Credits (3-1-0)	BULDE947
Department Elective Course (DEC24)	Business Intelligence	4 Credits (3-1-0)	BULDE949
Department Elective Course (DEC25)	Big Data Analytics	4 Credits (3-1-0)	BULDE951

Even Semester	Course Name	Credits (LTP)	Course Code
Department Elective Course (DEC26)	Integrated Marketing Practices	4 Credits (3-1-0)	BULDE902
Department Elective Course (DEC27)	Decision Models and Optimization	4 Credits (3-1-0)	BULDE904
Department Elective Course (DEC28)	Management of Organizations	4 Credits (3-1-0)	BULDE906
Department Elective Course (DEC29)	Corporate Finance	4 Credits (3-1-0)	BULDE908
Department Elective Course (DEC30)	Supply Chain Management	4 Credits (3-1-0)	BULDE910
Department Elective Course (DEC31)	Entrepreneurship	4 Credits (3-1-0)	BULDE912
Department Elective Course (DEC32)	Leadership and Team Management	4 Credits (3-1-0)	BULDE914
Department Elective Course (DEC33)	Business Laws	4 Credits (3-1-0)	BULDE916
Department Elective Course (DEC34)	Retail Marketing	4 Credits (3-1-0)	BULDE918
Department Elective Course (DEC35)	Marketing of Services	4 Credits (3-1-0)	BULDE920
Department Elective Course (DEC36)	Rural Marketing	4 Credits (3-1-0)	BULDE922
Department Elective Course (DEC37)	Advances in Tourism Marketing	4 Credits (3-1-0)	BULDE924
Department Elective Course (DEC38)	Performance and Talent Management	4 Credits (3-1-0)	BULDE926
Department Elective Course (DEC39)	Strategic Human Resource Management	4 Credits (3-1-0)	BULDE928
Department Elective Course (DEC40)	Competency Mapping and Assessment	4 Credits (3-1-0)	BULDE930
Department Elective Course (DEC41)	Cross-Cultural HRM	4 Credits (3-1-0)	BULDE932
Department Elective Course (DEC42)	Strategic Corporate Finance	4 Credits (3-1-0)	BULDE934
Department Elective Course (DEC43)	Business Valuation, Mergers and Acquisitions	4 Credits (3-1-0)	BULDE936
Department Elective Course (DEC44)	International Financial Management	4 Credits (3-1-0)	BULDE938
Department Elective Course (DEC45)	Financial Derivatives and Risk Management	4 Credits (3-1-0)	BULDE940
Department Elective Course (DEC46)	Enterprise Analytics	4 Credits (3-1-0)	BULDE942
Department Elective Course (DEC47)	Marketing Analytics	4 Credits (3-1-0)	BULDE944
Department Elective Course (DEC48)	Computational Analytics	4 Credits (3-1-0)	BULDE946
Department Elective Course (DEC49)	Social and Web Analytics	4 Credits (3-1-0)	BULDE948

Note: *Ph.D. Students are required to fulfill the minimum requirement of 18 Credits in course work. The student can make the choice of the course based on their registration in odd semester or in Even semester and the subjects being offered in respective semesters.

Bachelor of Business Administration (Honors) / Bachelor of Business Administration (Honors with Research) from 2024 onwards

First 2 years (four semesters) of the undergraduate programme, followed by an exit 4-credit Vocational Course(s) / Job-Specific Internship that would help the graduates acquire job-ready competencies required to enter the workforce, applicable from 2024 Batch and onwards.

Duration 4 Years
Total Credits 160

Bachelor of Business Administration (Honors)

- 23 Discipline Specific Core (DSC) Courses of 4 credits each = 92 credits
- 8 Discipline Specific Elective (DSE) Courses of 4 credits each = 32 credits
- *12 credits in same discipline will be eligible for the award of Minor in that discipline.
- 3 Multi-disciplinary (MD) Courses of 4 credits each = 12 credits
- 3 Ability Enhancement Courses (AEC) of 2 credits each = 6 credits
- 4 Skill Enhancement Courses (SEC) of 2 credits each = 8 credits
- 4 Value Added Courses (VAC) of 2 credits each = 8 credits
- 1 Summer Internship = 2 credits

Bachelor of Business Administration (Honors with Research)

- 20 Discipline Specific Core (DSC) Courses of 4 credits each = 80 credits
- 8 Discipline Specific Elective (DSE) Courses of 4 credits each = 32 credits
- *12 credits in same discipline will be eligible for the award of Minor in that discipline.
- 3 Multi-disciplinary (MD) Courses of 4 credits each = 12 credits
- 3 Ability Enhancement Courses (AEC) of 2 credits each = 6 credits
- 4 Skill Enhancement Courses (SEC) of 2 credits each = 8 credits
- 4 Value Added Courses (VAC) of 2 credits each = 8 credits
- 1 Summer Internship = 2 credits
- 1 Research Project / Dissertation = 12 credits

Dissertation (D)

- 10% of marks evaluated by panel as Mid Term Evaluation
- 30% of marks evaluated by faculty supervisor
- 60% of marks evaluated by panel on Final Report submitted and Presentation

* Courses from Allied Schools (School of Economics, School of Languages and Literature, School of Computer Science)

Undergraduate Certificate in Business Administration (after 1 Years: 40 Credits)
1stYear

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-I			
Major or Discipline Specific Core (DSC1)	Fundamentals of Management	4 Credits (3-1-0)	BULMD103
Minor or Discipline Specific Elective (DSE1) / Courses from Allied Schools	Fundamentals of Marketing	4 Credits (3-1-0)	BULMI103
Multi-disciplinary (MD) (Open Elective) (MD1)	Management Practices	4 Credits (3-1-0)	BULMU103
Ability Enhancement Courses (AEC) (Any 1) (AEC1) / Courses from Allied Schools	Entrepreneurship Essentials / Courses Offered from Other Schools	2 Credits (2-0-0)	BULAE101
Skill Enhancement Courses (Any 1) (SEC1) / Courses from Allied Schools	Presentation Skills Modern Office Management	2 Credits (2-0-0) 2 Credits (2-0-0)	Code from Other Respective Schools BULSE101 BULSE103
Value Added Courses (Any 2) (VAC1) & (VAC2) Courses from Allied Schools	Courses Offered from Other Schools	2 Credits (2-0-0)	Code from Other Respective Schools

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-II			
Major or Discipline Specific Core (DSC2)	Introduction to Organizational Behavior	4 Credits (3-1-0)	BULMD104
Minor or Discipline Specific Elective (DSE2) / Courses from Allied Schools	Basics of Business Environment	4 Credits (3-1-0)	BULMI104
Multi-disciplinary (MD) (Open Elective) (MD2)	Sustainable Business Essentials	4 Credits (3-1-0)	BULMU104
Ability Enhancement Courses (AEC) (Any 1) (AEC2) / Courses from Allied Schools	Entrepreneurship Essentials / Courses Offered from Other Schools	2 Credits (2-0-0) 2 Credits (2-0-0)	BULAE102 Code from Other Respective Schools
Skill Enhancement Courses (Any 1) (SEC2) / Courses from Allied Schools	Personality Building Financial Literacy and Banking Social Media Etiquette	2 Credits (2-0-0)	BULSE102 BULSE104 BULSE106
Value Added Courses (Any 2) (VAC3) & (VAC4) Courses from Allied Schools	Courses Offered from Other Schools	2 Credits (2-0-0)	Code from Other Respective Schools

Below mentioned vocational courses as a part of 4-credit bridge course / internship to be opted by the student if he/she opts for exit option after the 1st year.

Semester & Nature of Course	Credits
Vocational Courses	
Vocational Course (Any 1 from the list-1) / Internship of 4-5 Weeks duration	4 Credits

List - 1

Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Vocational Course	Content Writing	4 Credits (3-0-2)	BUMVO101
Vocational Course	Data Visualization with MS-Excel	4 Credits (3-0-2)	BUMVO102

Undergraduate Diploma in Business Administration (after 2 Years: 80 Credits)
2nd Year

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-III			
Major or Discipline Specific Core (DSC3)	Financial Accounting for Decision Making	4 Credits (3-1-0)	BULMD201
Major or Discipline Specific Core (DSC4)	Applied Mathematics and Statistics	4 Credits (3-1-0)	BULMD205
Minor or Discipline Specific Elective (DSE3) / Courses from Allied Schools	To be Chosen from List	4 Credits	
Multi-disciplinary (MD) (Open Elective) (MD3)	Macro-Economic Environment of Business	4 Credits (3-1-0)	BULMU203
Ability Enhancement Courses (AEC) (Any 1) (AEC3) / Courses from Allied Schools	Well-Being Management / Courses Offered from Other Schools	2 Credits (2-0-0)	BULAE201
Skill Enhancement Courses (Any 1) (SEC3) / Courses from Allied Schools	Principles of Sales Management Trading in Indian Stock Market Public Speaking	2 Credits (2-0-0) 2 Credits (2-0-0) 2 Credits (1-1-0)	Code from Other Respective Schools BULSE201 BULSE203 BULSE205

Minor or Discipline Specific Elective (DSE3)	Name of Course			Credit (L-T-P)	Course Code		
	Introduction to Human Resource Management					4 Credits (3-1-0)	BULMI201
	Software Packages – I (R Programming)					4 Credits (3-0-2)	BUMMI201
	Environmental Studies					4 Credits (3-1-0)	BULMI203
Introduction to Logistics Management			4 Credits (3-1-0)	BULMI205			

Semester & Nature of Course			Name of Course	Credit (L-T-P)	Course Code
Semester-IV					
Major or Discipline Specific Core (DSC5)	Production and Operations Management			4 Credits (3-1-0)	BULMD202
Major or Discipline Specific Core (DSC6)	Introduction to Financial Management			4 Credits (3-1-0)	BULMD204
Major or Discipline Specific Core (DSC7)	Entrepreneurship Management			4 Credits (3-0-2)	BUMMD202
Major or Discipline Specific Core (DSC8)	Essentials of Business Economics			4 Credits (3-1-0)	BULMD208
Minor or Discipline Specific Elective (DSE4) / Courses from Allied Schools	To be Chosen from List			4 Credits	

Minor or Discipline Specific Elective (DSE4)	Name of Course			Credit (L-T-P)	Course Code		
	Tourism and Hospitality Marketing					4 Credits (3-1-0)	BULMI202
	Industrial Psychology					4 Credits (3-0-2)	BUMMI202
	Software Packages – II (Python)					4 Credits (3-0-2)	BUMMI204

Below mentioned vocational courses as a part of 4-credit bridge course / internship to be opted by the student if he/she opts for exit option after the 2nd year.

Semester & Nature of Course		Credits
Vocational Courses		
Vocational Course (Any 1 from the List-2) / Internship of 4-5 Weeks duration		4 Credits

List – 2

Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Vocational Course	Yoga for Holistic Development	4 Credits (3-1-0)	BULVO201
Vocational Course	Financial Modeling with Excel	4 Credits (3-1-0)	BULVO202
Vocational Course	Digital Hygiene	4 Credits (3-1-0)	BULVO203

Bachelor of Business Administration (after 3 Years: 120 Credits)
3rd Year

Semester & Nature of Course		Name of Course	Credit (L-T-P)	Course Code
Semester-V				
Major or Discipline Specific Core (DSC9)	International Business Management		4 Credits (3-1-0)	BULMD301
Major or Discipline Specific Core (DSC10)	Essentials of Business Analytics		4 Credits (3-0-2)	BUMMD301
Major or Discipline Specific Core (DSC11)	Banking and Insurance Management		4 Credits (3-1-0)	BULMD303
Minor or Discipline Specific Elective (DSE5)/ Courses from Allied Schools	To be Chosen from List		4 Credits	
Skill Enhancement Courses (Any 1) (SEC4) / Courses from Allied Schools	Digital Literacy Design Thinking Creative Thinking		2 Credits (2-0-0) 2 Credits (2-0-0) 2 Credits (2-0-0)	BULSE301 BULSE303 BULSE305
Internship (IAPC1)	Duration 4-6 Weeks		2 Credits	BUIPR301

Semester & Nature of Course		Name of Course	Credit (L-T-P)	Course Code
Semester-VI				
Major or Discipline Specific Core (DSC12)	Resilience Building		4 Credits (3-1-0)	BULMD302
Major or Discipline Specific Core (DSC13)	Business Ethics and Values		4 Credits (3-1-0)	BULMD304
Major or Discipline Specific Core (DSC14)	Advanced Financial Management		4 Credits (3-1-0)	BULMD306
Major or Discipline Specific Core (DSC15)	Management Information System		4 Credits (3-1-0)	BULMD308
Minor or Discipline Specific Elective (DSE6)/ Courses from Allied Schools	To be Chosen from List		4 Credits	

Discipline Special Elective (DSE)

Semester V	Marketing		HR		Finance		Business Analytics	
	Credit (L-T-P)	Course Code	Semester V	Credit (L-T-P)	Course Code	Semester V	Credit (L-T-P)	Course Code
Industrial Marketing	4 Credits (3-1-0)	BULMI301	Compensation and Benefits	4 Credits (3-1-0)	BULMI307	Emerging Frontiers in Finance	4 Credits (3-1-0)	BULMI313
Tourism Marketing	4 Credits (3-1-0)	BULMI303	Sustainable HRM	4 Credits (3-1-0)	BULMI309	Financial Institutions and Markets	4 Credits (3-1-0)	BULMI315
Advertising and Public Relations	4 Credits (3-1-0)	BULMI305	Knowledge Management	4 Credits (3-1-0)	BULMI311	Investment Management	4 Credits (3-1-0)	BULMI317
Semester VI	Credit (L-T-P)	Course Code	Semester VI	Credit (L-T-P)	Course Code	Semester VI	Credit (L-T-P)	Course Code
Principles of Retail Management	4 Credits (3-1-0)	BULMI302	Training and Development	4 Credits (3-0-2)	BUMMI302	Financial Derivatives	4 Credits (3-1-0)	BULMI312
International Marketing	4 Credits (3-1-0)	BULMI304	Emerging Issues in HR	4 Credits (3-1-0)	BULMI308	Financial Statement Analysis	4 Credits (3-1-0)	BULMI314
Digital Marketing	4 Credits (3-1-0)	BULMI306	Employee Engagement	4 Credits (3-1-0)	BULMI310	Fundamentals of International Finance	4 Credits (3-1-0)	BULMI316
						Time Series Data Analysis	4 Credits (3-1-0)	BULMI323
						Data Mining and Warehousing	4 Credits (3-1-0)	BULMI321
						Analytics for Business Strategies	4 Credits (3-1-0)	BULMI318
						Recent Trends in Business Innovations	4 Credits (3-1-0)	BULMI320
						Predictive Analytics	4 Credits (3-1-0)	BULMI322

Bachelor of Business Administration (Honors) / Bachelor of Business Administration (Honors with Research) (after 4 Years: 160 Credits)
4th Year

Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code
Semester-VII			
Major or Discipline Specific Core (DSC16)	Research Methodology	4 Credits (3-0-2)	BUMMD401
Major or Discipline Specific Core (DSC17)	Economics for Managers	4 Credits (3-1-0)	BULMD401
Major or Discipline Specific Core (DSC18)	Contemporary Environment for Business	4 Credits (3-1-0)	BULMD403
Major or Discipline Specific Core (DSC19)	Management Accounting	4 Credits (3-1-0)	BULMD405
Minor or Discipline Specific Elective (DSE7) / Courses from Allied Schools	To be Chosen from List	4 Credits	

Honors Semester & Nature of Course	Name of Course	Credit (L-T-P)	Course Code	Honors with Research Semester-VIII		Name of Course	Credit (L-T-P)	Course Code
				Semester & Nature of Course				
Major or Discipline Specific Core (DSC20)	Start-Up and New Venture Planning	4 Credits (3-0-2)	BUMMD402	Major or Discipline Specific Core (DSC20)		Start-Up and New Venture Planning	4 Credits (3-0-2)	BUMMD402
Major or Discipline Specific Core (DSC21)	Decision Science for Managers	4 Credits (3-1-0)	BULMD402	Minor or Discipline Specific Elective (DSE8) / Courses from Allied Schools		To be Chosen from List	4 Credits	
Major or Discipline Specific Core (DSC22)	Recent Practices in Supply Chain	4 Credits (3-1-0)	BULMD404	Research Project / Dissertation		Duration Full Semester	12 Credits	BUDPR402
Major or Discipline Specific Core (DSC23)	Organization Theory and Design	4 Credits (3-1-0)	BULMD406					
Minor or Discipline Specific Elective (DSE8) / Courses from Allied Schools	To be Chosen from List	4 Credits						

Discipline Special Elective (DSE)

Marketing			HR			Finance			Business Analytics		
Semester	Credit (L-T-P)	Course Code	Semester	Credit (L-T-P)	Course Code	Semester	Credit (L-T-P)	Course Code	Semester	Credit (L-T-P)	Course Code
Semester VII			Semester VII			Semester VII			Semester VII		
Digital Innovations in Marketing	4 Credits (3-1-0)	BULMI401	Counseling Skills for Managers	4 Credits (3-1-0)	BULMI407	Fintech & Cryptocurrency	4 Credits (3-0-2)	BUMMI401	Social Media Analytics	4 Credits (3-1-0)	BULMI417
Customer Relationship Management	4 Credits (3-1-0)	BULMI403	Diversity Equity and Inclusions	4 Credits (3-1-0)	BULMI409	Project Finance	4 Credits (3-1-0)	BULMI413	Applied Multivariate Analysis	4 Credits (3-1-0)	BULMI419
Event Planning and Management	4 Credits (3-1-0)	BULMI405	AI Applications in People Management	4 Credits (3-1-0)	BULMI411	Sustainable Finance	4 Credits (3-1-0)	BULMI415	Database Management System	4 Credits (3-1-0)	BULMI421
Semester VIII			Semester VIII			Semester VIII			Semester VIII		
Destination Planning and Development	4 Credits (3-1-0)	BULMI402	Digital HR	4 Credits (3-1-0)	BULMI408	Financial Markets Regulations	4 Credits (3-1-0)	BULMI412	Supply Chain Analytics	4 Credits (3-1-0)	BULMI418
Media Planning and Scheduling	4 Credits (3-1-0)	BULMI404	Ethical HRM	4 Credits (3-1-0)	BULMI410	Fundamental of Capital Markets	4 Credits (3-1-0)	BULMI414	Econometrics for Business Analytics	4 Credits (3-1-0)	BULMI420
Basics of Services Marketing	4 Credits (3-1-0)	BULMI406	Positive Psychology for Managers	4 Credits (3-0-2)	BUMMI402	Financial Security Analysis	4 Credits (3-1-0)	BULMI416	Business Analytics and Valuation	4 Credits (3-1-0)	BULMI422

Note: Minimum Criteria for Getting Honors with Research is 7.5 CGPA. If students do not secure 7.5 CGPA then they will undertake 3 courses of 4 credits in additional to 2 mentioned in the list.

BULAE201			Wellbeing Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
2	0	0	2	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Describe key concepts of individual wellbeing using positive psychology frameworks.

CLO2: Understand organizational wellbeing practices and their role in employee performance and culture.

CLO3: Analyze the relationship between wellbeing initiatives and selected UN Sustainable Development Goals.

CLO4: Apply basic wellbeing strategies applicable at individual and organizational levels.

COURSE CONTENTS

Unit I

(12 Contact Hours)

Foundations of positive psychology in individual wellbeing and performance. PERMA model. Personal strengths, resilience, emotional intelligence, and self-management skills. Everyday strategies to boost wellbeing (mindfulness, gratitude, habits).

Unit II

(10 Contact Hours)

Organizational wellbeing ecosystems. Wellbeing policies and practices at workplace, work-life balance, employee engagement and performance. Measurement and evaluation of wellbeing at work. Case examples of successful organizational wellbeing initiatives.

Unit III

(10 Contact Hours)

Introduction to the UN SDGs framework (with emphasis on SDG 3: Good Health and Well-Being). Government and NGO initiatives that align wellbeing with sustainability goals. Analyzing and reviewing existing programs that link wellbeing with development.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Employee Wellbeing Contemporary Workplace Challenges and Evidence-Based Interventions (2025) by Pooja Vishwanathan, Published by Routledge
- Wellbeing: The Five Essential Elements (2016) by Tom Rath and Jim Harter, Published by Simon & Schuster India
- Why Workplace Wellbeing Matters: The Science Behind Employee Happiness and Organizational Performance (2025) by Jan-Emmanuel De Neve and George Ward, Published by Harvard Business Review Press

BULAE201			Wellbeing Management			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
2	0	0	2	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

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CLO1: Describe key concepts of individual wellbeing using positive psychology frameworks.

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CLO3: Analyze the relationship between wellbeing initiatives and selected UN Sustainable Development Goals.

CLO4: Apply basic wellbeing strategies applicable at individual and organizational levels.

COURSE CONTENTS

- Unit I (12 Contact Hours)
Foundations of positive psychology in individual wellbeing and performance. PERMA model. Personal strengths, resilience, emotional intelligence, and self-management skills. Everyday strategies to boost wellbeing (mindfulness, gratitude, habits).
- Unit II (10 Contact Hours)
Organizational wellbeing ecosystems. Wellbeing policies and practices at workplace, work-life balance, employee engagement and performance. Measurement and evaluation of wellbeing at work. Case examples of successful organizational wellbeing initiatives.
- Unit III (10 Contact Hours)
Introduction to the UN SDGs framework (with emphasis on SDG 3: Good Health and Well-Being). Government and NGO initiatives that align wellbeing with sustainability goals. Analyzing and reviewing existing programs that link wellbeing with development.

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

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- Why Workplace Wellbeing Matters: The Science Behind Employee Happiness and Organizational Performance (2025) by Jan-Emmanuel De Neve and George Ward, Published by Harvard Business Review Press

BULAE101 / BULAE102			Entrepreneurship Essentials			Pre-Requisites				
L-T-P						Co-requisites				
L	T	S/P	C	Mid Term Duration	Major Duration	Quiz 1,2,3,4	Assignment	Mid Term	Major Assessment	Total Assessment
2	0	0	2	1 Hr 30 minutes	3 Hours	20	20	20	40	100

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

CLO1: Cultivate an entrepreneurial mindset and essential competencies through applied learning.

CLO2: Examine startup ecosystems, policies, and institutional frameworks in India and globally.

CLO3: Assess business opportunities and develop viable plans using design thinking and lean tools.

CLO4: Apply practical knowledge of funding, business models, and project execution in startups.

COURSE CONTENTS

Unit I

(12 Contact Hours)

Meaning and scope of enterprise, Evolution and theories of entrepreneurship; Role of entrepreneurship in economic development; - Factors influencing entrepreneurship; National initiatives: Startup India, Make in India, Digital India; Role of government and institutions: MSME, SIDBI, SFCs, NITI Aayog, Atal Innovation Mission; Financial support systems, Schemes and policies; Entrepreneurship in Industry 4.0: AI, IoT, blockchain, and sustainability; Emerging areas: social entrepreneurship, green entrepreneurship, rural innovation

Unit II

(10 Contact Hours)

Forms of business ownership and legal structures; Identifying and evaluating business opportunities; Market research and customer discovery; feasibility and risk analysis; Business plan formulation and pitching techniques; E-entrepreneurship and digital business models; Role of MSMEs and startups in inclusive growth and employment generation

Unit III

(10 Contact Hours)

Business model canvas and value proposition design; Venture capital, angel investors, incubators, accelerators; Franchising, licensing, and corporate ventures; Project lifecycle, classification, and planning tools (PERT/CPM); Project appraisal and evaluation techniques; Preparation of project reports and investor presentations

NOTE:	Internal Assessment shall be awarded on students' work in the form of Case Study Analysis / Quizzes / Reports / Presentations / Seminars / Assignments, which shall be evaluated by the concerned faculty.
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Reference Books

- Blank, S., & Dorf, B. (2012). *The Startup Owner's Manual: The Step-by-Step Guide for Building a Great Company*. K & S Ranch.
- Charantimath, P. M. (2018). *Entrepreneurship Development and Small Business Enterprises* (3rd ed.). Pearson Education India.
- Drucker, P. F. (2006). *Innovation and Entrepreneurship: Practice and Principles*. Harper Business.
- Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2020). *Entrepreneurship* (11th ed.). McGraw Hill Education India. ISBN: 9789390113300.
- Meredith, G. G., Nelson, R. E., & Neck, P. A. (1991). *The Practice of Entrepreneurship*. International Labour Organization (ILO).
- Osterwalder, A., & Pigneur, Y. (2010). *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*. Wiley.
- Ries, E. (2011). *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses*. Crown Business.
- Scarborough, N. M., & Zimmerer, T. W. (2018). *Essentials of Entrepreneurship and Small Business Management* (9th ed.). Pearson Education.

Proposal

For

Six-Month Post-Graduate Certificate Program in FinTech

(An Industry-Oriented Skill Program)

Eligibility: Graduate (any stream, preferably Management/Commerce/Science)

Duration: 6 months

Proposed Certificate Fee: Rs. 25,000/-

Honorarium to Resource Person: As per university norms

Proposed Intake: Maximum 20 students

Selection Criteria: Selection will be based on merit, determined by the candidate's marks/grade obtained in the qualifying graduation degree.

Program Overview: The Six-Month Industry-Oriented Post-Graduate FinTech Course is designed to equip graduates with practical and industry-relevant skills required to work in the rapidly evolving fintech ecosystem. The program provides a comprehensive understanding of digital finance, banking technologies, payment systems, blockchain, data analytics, regulatory compliance, and fintech product operations. With a balanced mix of theory, tutorials, and practical exposure, the course focuses on real-world applications and operational readiness, preparing learners for immediate employment in fintech companies, digital banks, payment service providers, and related financial technology firms.

Job Role Description: A FinTech Operations Executive is responsible for managing and supporting the day-to-day operational activities of fintech products and services, including digital payments, banking platforms, lending systems, and financial applications. The role involves monitoring transactions, ensuring regulatory compliance, handling operational issues, coordinating with technology, compliance, and customer support teams, and maintaining accurate operational reports. *FinTech Operations Executives play a critical role in ensuring seamless service delivery, risk control, and operational efficiency within fintech organizations.*

Program Learning Outcomes: After successful completion of program, learners will be able to -

PLO 1: Demonstrate comprehensive understanding of fintech concepts, digital banking systems, and end-to-end fintech operations.

PLO 2: Apply practical knowledge of payments, blockchain technologies, and emerging financial innovations in real-world fintech operational contexts.

PLO 3: Analyze financial and operational data using relevant technology tools to support reporting, decision-making, and process improvement.

PLO 4: Comply with regulatory frameworks, including KYC, AML, and operational risk management requirements, while performing effectively in entry-level fintech roles.

Course Structure

Job Role: FinTech Operations Executive

S.No.	Course Code	Course Title	Teaching & Credit Scheme			
			L/T	P	Total Hours	C
1.		Foundations of FinTech	2	1	60	3
2.		Digital Banking & Payments	2	1	60	3
3.		Blockchain & Cryptocurrencies	2	1	60	3
4.		Data Analytics & Technology in Finance	2	1	60	3
5.		Regulatory Environment & Compliance	2	1	60	3
6.		FinTech Product Development & Career Skills	2	1	60	3
7.		Capstone Project		2	60	2

NOTE: L/T refer as Theory, P as Practical, and C as Course Credit

Mode of Instructions: Online/Offline (Blended)

Class Timings: Monday to Friday (Offline) 3:00 PM–6:00 PM;
Saturday and Sunday (Online/offline) 9:00 AM–2:00 PM.

Assessment: Assessment for the course shall be conducted through a combination of continuous evaluation and end-term examination to comprehensively assess students' conceptual understanding, analytical ability, and practical application of course content.

Assessment Component	Description	Marks
Assignment	Individual / group assignment based on course content	20
Continuous Internal Assessment (CIA)	Class tests, quizzes, case analysis, or presentations	30
Final Examination	Written examination	50
Total		100

NOTE: For the Capstone Project, assessment shall be carried out for a total of 100 marks, comprising 50 marks for the project report, 30 marks for the final viva-voce, and 20 marks for the project presentation.

Detailed Syllabus

Course 1: Foundations of Fintech

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

- CLO 1 : Explain the evolution, scope, and key drivers of the fintech industry.
- CLO 2 : Identify major players and components of the fintech ecosystem.
- CLO 3 : Analyze the impact of disruptive innovation on traditional financial services.
- CLO 4 : Evaluate current trends and case studies in digital payments, lending, insurance, and wealth management.

COURSE CONTENT

Unit	Content
Unit I: Introduction to FinTech	Definition, scope, and evolution of FinTech; key drivers of FinTech including smartphone and cloud technologies, Artificial Intelligence and Machine Learning (AI/ML); Internet of Things (IoT), and blockchain; overview of traditional financial systems and digital transformation in financial services.
Unit II: FinTech Ecosystem	Overview of the FinTech ecosystem; major stakeholders including banks, FinTech startups, regulators, technology providers, and consumers; role of disruptive innovation; social, economic, and ethical implications of FinTech.
Unit III: Industry Trends in FinTech	Emerging trends in FinTech; digital payments, digital lending, insurtech, and wealth management platforms; transformation of customer experience; impact of FinTech on traditional financial institutions and business models.
Unit IV: Case Studies in FinTech	Case studies on digital payments, peer-to-peer lending, insurtech, and wealth management platforms; analysis of successful FinTech business models; and future opportunities in the FinTech sector.

Teaching Pedagogy: Lectures will include conceptual delivery, classroom discussions, multimedia presentations, case studies, and industry examples to build a strong understanding of the FinTech ecosystem. During practical, students will engage in experiential learning through business model analysis, ecosystem mapping, and guided problem-solving exercises.

Reference Books:

- *Fintech: The New DNA of Financial Services* by Pranay Gupta & T. Mandy Tham
- *The FINTECH Book* by Susanne Chishti & Janos Barberis

Online Courses & Resources:

- **Coursera:** [Fintech: Foundations, Payments, and Regulations](#)
- **edX:** <https://www.edx.org/course/fintech-innovation-and-transformation-in-financial-services>
- **Udemy:** <https://www.udemy.com/course/introduction-to-fintech/>

Course 2: Digital Banking & Payments

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

- CLO 1 : Describe the architecture and functions of digital banking platforms.
- CLO 2 : Demonstrate understanding of payment technologies (gateways, wallets, UPI, NEFT/RTGS).
- CLO 3 : Apply security protocols and fraud prevention techniques in digital payments.
- CLO 4 : Assess regulatory frameworks and compliance requirements for digital banking and payments.

COURSE CONTENT

Unit	Content
Unit I: Digital Banking Platforms	Overview of digital banking; online banking systems and mobile banking applications; core banking systems; Automated Clearing House (ACH) processing; role of APIs in digital banking operations.
Unit II: Payment Technologies	Payment infrastructure and technologies; payment gateways, mobile wallets, Unified Payments Interface (UPI), NEFT and RTGS systems; domestic and cross-border payment mechanisms; contactless payments and money movement applications.
Unit III: Security and Fraud Prevention	Payment security protocols and standards; authentication mechanisms; fraud detection and prevention techniques; transaction monitoring systems; risk management in digital payments.
Unit IV: Case Studies in Digital Banking and Payments	Case studies on digital banking platforms, mobile banking adoption, UPI and real-time payment systems, payment gateway operations, wallet-based ecosystems, contactless payments, fraud incidents, and operational challenges in digital payments.

Teaching Pedagogy: Lectures will include explanations of digital banking architecture, payment platforms, and transaction security mechanisms supported by real-world cases. During practicals, students will engage in experiential learning through digital transaction processing, payment workflow mapping, and simulation-based activities.

Reference Books:

- *Digital Bank: Strategies to Launch or Become a Digital Bank* by Chris Skinner
- *Payments Systems in the U.S.* by Carol Coye Benson, Scott Loftness, & Russ Johnes

Online Courses & Resources:

- **Coursera:** [Digital Banking Transformation](#)
- **edX:** <https://www.edx.org/course/payments-in-digital-finance>
- **LinkedIn Learning:** <https://www.linkedin.com/learning/digital-payments-technologies-and-trends>

Course 3: Blockchain & Cryptocurrencies

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

- CLO 1 : Explain the fundamental concepts of blockchain technology and cryptography.
- CLO 2 : Compare different cryptocurrencies and their use cases, including CBDCs.
- CLO 3 : Illustrate the role and implementation of smart contracts and DeFi applications.
- CLO 4 : Analyze real-world case studies of blockchain adoption in finance and other sectors.

COURSE CONTENT

Unit	Content
Unit I: Blockchain Fundamentals	Introduction to blockchain technology; distributed ledger concepts; cryptography, hashing, consensus mechanisms, and security features; evolution from traditional payment systems to digital currencies.
Unit II: Cryptocurrencies and Digital Assets	Overview of cryptocurrencies; Bitcoin, Ethereum, and other digital assets; cryptocurrency transactions; wallets and exchanges; Central Bank Digital Currency (CBDC) concepts and use cases.
Unit III: Smart Contracts and Decentralized Finance (DeFi)	Introduction to smart contracts; smart contract platforms; decentralized applications (DApps); fundamentals of decentralized finance (DeFi); Applications in lending, payments, and asset management.
Unit IV: Case Studies in Blockchain and Cryptocurrencies	Case studies on blockchain-based payment systems, cryptocurrency adoption, smart contract applications, DeFi platforms, and real-world implementation challenges and opportunities.

Teaching Pedagogy: Lectures will include theoretical inputs on blockchain architecture, smart contracts, and cryptocurrency applications with industry illustrations. During practical, students will be engaged in experiential learning through wallet creation, transaction tracing, block verification, and guided tool-based exercises.

Reference Books:

- *Blockchain Basics: A Non-Technical Introduction in 25 Steps* by Daniel Drescher
- *Mastering Bitcoin: Programming the Open Blockchain* by Andreas M. Antonopoulos

Online Courses & Resources:

- **Coursera:** [Blockchain Basics](#) (University at Buffalo)
- **edX:** <https://www.edx.org/course/blockchain-for-business> (Linux Foundation)
- **Udemy:** <https://www.udemy.com/course/cryptocurrency-investment/>

Course 4: Data Analytics & Technology in Finance

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

- CLO 1 : Apply basic data analytics techniques to financial datasets.
- CLO 2 : Use Excel and Python/SPSS for financial modeling, reporting, and data analysis.
- CLO 3 : Create data visualizations using tools like Tableau or Power BI.
- CLO 4 : Explain the application of AI and machine learning in finance, including credit scoring and fraud detection.

COURSE CONTENT

Unit	Content
Unit I: Financial Data Analytics	Basics of data analytics in finance; types of financial data; data collection and preprocessing; Excel for financial modeling, reporting, dashboards, and management information systems (MIS).
Unit II: Programming and Visualization for Finance	Introduction to Python/SPSS for financial data analysis; data handling and analysis libraries; data visualization concepts; tools such as Tableau and Power BI for financial reporting and insights.
Unit III: Machine Learning and Artificial Intelligence in Finance	Fundamentals of machine learning; supervised and unsupervised learning; AI applications in finance including credit scoring, fraud detection, robo-advisory services, and risk analytics; model workflows and evaluation.
Unit IV: Case Studies in Financial Data Analytics and AI	Case studies on data-driven decision-making in fintech; analytics-driven credit assessment, fraud detection systems, AI-powered customer insights, and operational efficiency improvements in financial services.

Teaching Pedagogy: Lectures will include coverage of financial data concepts, analytics methods, and technology-enabled decision processes. During practical, students will engage in experiential learning through working with financial datasets for data cleaning, visualization, and interpretation.

Reference Books:

- *Data Science for Business by Foster Provost & Tom Fawcett*
- *Python for Finance: Mastering Data-Driven Finance by Yves Hilpisch*

Online Courses & Resources for Each Module:

- **Coursera:** [Data Science for Business Innovation](#)
- **edX:** <https://www.edx.org/course/python-for-data-science>
- **LinkedIn Learning:** <https://www.linkedin.com/learning/excel-for-financial-analysis>

Course 5: Regulatory Environment & Compliance

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

- CLO 1 : Summarize key financial regulations (RBI, SEBI, global standards) affecting fintech.
- CLO 2 : Demonstrate understanding of KYC, AML, and data privacy requirements.
- CLO 3 : Analyze legal frameworks and compliance management strategies for fintech products.
- CLO 4 : Evaluate case studies on compliance failures and best practices in regulatory adherence.

COURSE CONTENT

Unit	Content
Unit I: Financial Regulations	Overview of financial regulatory frameworks; role of regulatory authorities such as RBI, SEBI, and other global regulators; regulatory standards for financial services; Know Your Customer (KYC), Anti-Money Laundering (AML), and data privacy requirements.
Unit II: Legal Aspects of FinTech	Legal frameworks governing fintech products and services; contracts and digital agreements; consumer protection laws; compliance management processes; identification and management of operational and regulatory risks.
Unit III: FinTech Law and Policy	Policy environment for fintech innovation; regulations; balancing innovation and regulation; navigating the legal and regulatory landscape for fintech startups and digital financial service providers.
Unit IV: Case Studies in Regulatory Compliance	Case studies on compliance failures and enforcement actions; analysis of regulatory breaches in fintech and banking; best practices in compliance management, risk mitigation, and governance in financial services.

Teaching Pedagogy: Lectures will include discussion of regulatory frameworks, KYC and AML norms, and compliance case studies. During practical, students will engage in experiential learning through mock compliance audits, regulatory documentation, and risk assessment exercises.

Reference Books:

- *Financial Regulation: Law and Policy* by Michael S. Barr, Howell E. Jackson & Margaret E. Tahyar
- *The RegTech Book* by Janos Barberis, Douglas W. Arner & Ross P. Buckley

Online Courses & Resources:

- **Coursera:** [Financial Regulation in Emerging Markets and the Rise of Fintech Companies](#)
- **edX:** <https://www.edx.org/course/regtech-transforming-compliance>
- **LinkedIn Learning:** <https://www.linkedin.com/learning/financial-compliance-anti-money-laundering>

Course 6: Fintech Product Development & Career Skills

COURSE LEARNING OUTCOMES

After successful completion of this course, students shall be able to:

- CLO 1 : Apply design thinking principles to ideate and prototype fintech solutions.
CLO 2 : Demonstrate basic app development skills or use of low-code platforms for fintech products.
CLO 3 : Complete a capstone project, presenting findings and solutions to peers/instructors.
CLO 4 : Develop a resume, interview skills, and demonstrate soft skills relevant to fintech careers.

COURSE CONTENT

Unit	Content
Unit I: FinTech Product Fundamentals	Overview of fintech products and services; product lifecycle in fintech; identifying customer problems; user personas and customer journeys; basics of fintech applications; product-market fit in digital finance.
Unit II: FinTech Operations and Process Design	Operational workflows in payments, lending, and digital banking products; transaction lifecycle management; KYC and verification flows; coordination b/w technology, compliance, & operations team; hands-on process mapping exercises.
Unit III: Entrepreneurship and Innovation in FinTech	Introduction to fintech entrepreneurship; startup ecosystem and business models; ideation and validation of fintech solutions; regulatory considerations for fintech startups; funding, incubators, & accelerators; cases of successful fintech startups.
Unit IV: Career Skills and Employability Development	Career pathways in fintech; roles and skill requirements; resume and LinkedIn profile building; interview preparation and mock interviews; professional communication skills; ethics and workplace readiness; industry interaction sessions.

Teaching Pedagogy: Lectures will include inputs on product lifecycle management, design thinking, and career readiness. During practicals, students will engage in experiential learning through product prototyping, pitch development, interview simulations, and guided workshops.

Reference Books:

- *Design Thinking for Strategic Innovation* by Idris Mootee
- *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses* by Eric Ries

Online Courses & Resources:

- **Coursera:** [Digital Product Management: Modern Fundamentals](#)
- **edX:** <https://www.edx.org/course/design-thinking-fundamentals>
- **LinkedIn Learning:** <https://www.linkedin.com/learning/resume-building-and-interview-preparation>

Course 7: Capstone Project (FinTech Operations)

The Capstone Project is a practical, industry-oriented component designed to provide learners with hands-on exposure to real-world fintech operational environments. Students will identify and work on an industry-relevant problem related to fintech operations such as digital payments workflows, transaction monitoring, KYC/AML compliance processes, fintech product operations, data analysis, or process optimization. Under faculty mentorship, learners will apply relevant fintech tools, operational frameworks, and analytical techniques to develop practical solutions. The course emphasizes experiential learning through project execution, documentation, and final presentation, enabling learners to integrate theoretical knowledge with operational practice and enhance job readiness for entry-level roles such as FinTech Operations Executive.

***Students may opt for undertaking their project work under the guidance of industry experts, subject to prior intimation to the school.*



Dr. Ketan Bhatt <ketan.bhatt@smvdu.ac.in>

Inquiry Regarding Collaboration for Six-Month Certificate Program in Financial Technology

chakraborty.nabaroon@bfsissc.com <chakraborty.nabaroon@bfsissc.com>

Mon, Jan 5, 2026 at 1:59 PM

To: "Dr. Ketan Bhatt" <ketan.bhatt@smvdu.ac.in>

Dear Dr. Bhatt,

BFSI SSC can sign a MOU for a period of 3 years.

Association fee for 3 years will be Rs. 30,000 + GST

Cost of joint certificate will be. Rs. 2000+ GST per student provided the course curriculum is reviewed by us.

BFSI SSC can support the University in apprenticeship, placement assistance, employability test, other value added short term courses etc.

Warm Regards,

Nabaroon Chakraborty

National Head - Institution Engagement

BFSI Sector Skill Council of India

Supremus | Opp. MTNL | Saki Vihar Road | Powai

400072 | M: 7506641229 | URL: www.bfsissc.com



1407 Lodha

Mumbai –

From: Dr. Ketan Bhatt <ketan.bhatt@smvdu.ac.in>**Sent:** 04 January 2026 22:54**To:** chakraborty.nabaroon@bfsissc.com**Subject:** Re: Inquiry Regarding Collaboration for Six-Month Certificate Program in Financial Technology

Dear sir,

your response is kindly awaited.

Warm regards,

Dr. Ketan Bhatt

Assistant Professor, School of Business

Shri Mata Vaishno Devi University
Katra, J&K, India

On Mon, Dec 29, 2025 at 1:56 PM Dr. Ketan Bhatt <ketan.bhatt@smvdu.ac.in> wrote:

Dear Sir,

I hope this email finds you well.

We are writing to bring to your kind notice that the School of Business, Shri Mata Vaishno Devi University, is planning to launch a six-month certificate program in Financial Technology. We would be pleased to offer this certificate program in collaboration with the BFSI Sector Skill Council.

Before initiating formal discussions regarding this collaboration, we kindly request your guidance on the following queries related to a potential partnership:

1. What are the specific terms and conditions prescribed by the BFSI Sector Skill Council for such collaborations?
2. What is the process involved in joint certification? We would appreciate it if you could share a draft or sample copy of the Memorandum of Understanding (MoU) for reference.
3. What could be the potential benefits of this joint collaboration for students as well as the institutions?

We would be grateful for your response, as it will help us proceed further with the proposal in an informed manner.

Thank you for your time and support.

Warm regards,

Dr. Ketan Bhatt

Assistant Professor, School of Business
Shri Mata Vaishno Devi University
Katra, J&K, India