

## 5.1. Marketing in Banking and Insurance

### Objectives :

- To develop concepts in marketing.
- To explain the scope of marketing management-analyzing opportunities, selecting target segments, developing the market mix, managing the marketing effort.
- To provide understanding of the communication mix, advertising campaigns, media planning, budgeting, marketing mix decisions, scope and limitations of market research.
- To develop strong concepts in marketing strategies for emerging technology and mature markets.
- To provide understanding about the internet as a strategic medium for marketing and sales efforts for a company.

		No of Lectures
Unit 1:	<p><b>Introduction to Goods Marketing and Services Marketing</b></p> <ul style="list-style-type: none"> <li>• Definition of marketing</li> <li>• Definition and Classification of Services</li> <li>• Services Marketing Mix</li> <li>• 7 P's of Marketing Mix</li> <li>• 7 P's of Services Marketing Mix</li> <li>• Importance of Marketing Mix Elements</li> <li>• Marketing of Banking and Insurance products</li> <li>• Services Marketing Mix strategies for banking and Insurance</li> </ul>	(15)
Unit 2:	<p><b>Channels of Marketing and Marketing Research</b></p> <ul style="list-style-type: none"> <li>• Channels of Marketing</li> <li>• Marketing Research- Meaning and Importance</li> <li>• Process of Marketing Research</li> <li>• Types of Marketing Research</li> </ul>	(15)

	<p>(Product, Sales, Consumer and Promotion research)</p> <ul style="list-style-type: none"> <li>• Marketing Logistics ( Logical objectives for banking and Insurance products)</li> </ul>	
Unit 3:	<p>Consumer in Services marketing</p> <ul style="list-style-type: none"> <li>• Consumer Buying Behavior- Meaning and Stimulus Response Model</li> <li>• Decision Making Unit</li> <li>• Importance of Personnel in Services</li> </ul> <p>Managing Service Quality</p> <ul style="list-style-type: none"> <li>• Service Quality Model (CAPS model)</li> <li>• Managing Service Gaps</li> <li>• Major trends in product support service</li> </ul>	(15)
Unit 4	<p>Advertising and Branding of Services ( Managing Integrated Marketing Communication)</p> <ul style="list-style-type: none"> <li>• Role of Advertisement in Service Marketing</li> <li>• Determining Communication Objectives</li> <li>• Factors in setting marketing communication mix</li> <li>• Web Marketing, Rural Marketing , Social Marketing</li> <li>• Post Sales services strategies</li> </ul> <p><b>Recent Trends and Challenges in Marketing</b></p> <ul style="list-style-type: none"> <li>• Ethics in marketing</li> <li>• Major trends in consumer services</li> <li>• Marketing in 21<sup>st</sup> century</li> <li>• Marketing through social networking channels</li> </ul>	(15)

**References Books:**

1. **V S Ramaswamy, S Namakumari**, “*Marketing Management: A Global Perspective Indian Context*”, Macmillan Publishers, India.
2. **Philip Kotler and Kevin Lane Keller**, “*Marketing Management*”, Prentice Hall Of India.
3. **S.M.Jha**, “*Services Marketing*”, Himalaya Publishing House, 2000.
4. **Philip Kotler, Gary Armstrong** “*Principles of Marketing*”, Prentice Hall, 2009.
5. **M.J. Xavier**, “*Marketing in the New Millennium*”, Vikas Publishing House Pvt. Limited, 1999.
6. **Gorge G. Brenkert**, “*Marketing Ethics*”, Blackwell Publications 2008.
7. **Tamar Weinberg**, “*The New Community Rules: Marketing on the Social Web*”, O'Reilly Media, Inc..USA.
8. **B.R. Bhardwaj S. Goel S.S. Vernekar**, “*Marketing of Services*”, *Deep and Deep Publications*.

**Module: 5.2 – Financial Service Management.**

**UNIT 1:**

**(15 Lectures)**

**FINANCIAL SERVICES**

Meaning – Classification – Scope – Fund Based Activities – Non-Fund Based Activities – Modern Activities – Sources of Revenue – causes for financial innovation – New Financial Products and services – Innovative Financial Instruments – Challenges Facing the Financial Sector Saving Mobilization

**MERCHANT BANKING**

Definition – Origin – Merchant Banking in India – Merchant Banks and Commercial Banks – Services of Merchant Banks – Qualities required of Merchant Bankers in Market Making Process – Progress of Merchant Banking in India – Problems – Scope of Merchant Banking in India

**LEASING AND HIRE PURCHASE**

Definition – Steps in Leasing Transactions – Types of Lease – Financial Lease- Operating Lease – Leverage Lease – Sales and Lease Bank – Cross Border Lease –Advantages and Disadvantages of Lease – Structure of Leasing industry - Hire Purchase and Credit Sale – Hire Purchase and Installment Sale – Hire Purchased and Leasing – Origin and Development –

Banks and Hire Purchase Business

**UNIT 2:  
Lectures)**

**(15**

**MUTUAL FUND**

Introduction to mutual fund – Structure of mutual fund in India – Classification of mutual fund – AMFI Objectives – Advantages of mutual fund – Disadvantages of mutual fund – NAV calculation AND PRICING of mutual fund - Mutual Funds abroad-Mutual Funds in India-Reasons for Slow Growth-Future of Mutual Funds Industry.

**FACTORING AND FORFEITING**

Factoring – Meaning – Modus Operandi – Terms and Conditions – Functions – Types of Factoring. Factoring v/s Discounting – Cost of Factoring – benefits – Factoring in India – International Factoring – Definition – Types of Expert Factoring – Factoring in other countries – Edit factoring – Factoring – Definition – Factoring Vs Forfeiting – Working of forfeiting – cost of forfeiting – benefits of forfeiting – drawbacks – forfeiting in India.

**UNIT 3:**

**(15 Lectures)**

**SECURITISATION OF DEBT**

What is securitization? – Definition – securitization vs. factoring – Modus operandi – role of merchant bankers – role of other parties – structure for securitization – securitisable assets – benefits of securitization – conditions for successful securitization – securitization abroad – securitization in India – reasons for unpopularity of securitization – future prospects of securitization

**DERIVATIVES**

Meaning – types of financial derivatives – options – futures – forwards – swaps – futures and options trading system – clearing entities and their role

**UNIT 4:**

**(15 Lectures)**

**CREDIT RATING**

Definition and meaning – functions of credit rating – Origin – credit rating in India – benefit of credit rating – credit rating agencies in India. CRISIL-IICRA-CARE- Limitations of Rating – Future of credit rating in India

## **TREASURY MANAGEMENT**

Introduction – scope – objectives – functions – treasury management in bank and corporate – cost centre v/s profit centre treasury – centralised v/s decentralised treasury.

## **DEPOSITORIES AND PLEDGE**

Overview of Depository system-Key features of Depository system in India – depository – Bank analogy –legal framework – Eligibility criteria for a depository- Agreement between Depository and Issuers – Rights and Obligation of Depositories- Records to maintained by Depository – services of Depository and functions of Depository-Organisation and functions of NSDL - Pledge and Hypothecation-Procedure for pledge/Hypothecation-procedure of confirmation of creation of Pledge/Hypothecations by Pledgee-Closure of a Pledge/Hypothecation by Pledgor-Invocation of Pledge by Pledgee.

**Total: (60 Lectures)**

### **Question Paper Pattern**

- Q.1 Any 3 out of 5 (15 Marks)**  
**Q.2 Any 3 out of 5 (15 Marks)**  
**Q.3 A) 8-Marks OR A) 8-Marks**  
**B) 7-Marks OR A) 7-Marks**  
**Q.4 A) 8-Marks OR A) 8-Marks**  
**B) 7-Marks OR A) 7-Marks**

### **Suggested References:**

- 1) Financial Market Regulation, Author-Tatom, John A ; ed Publisher-Springer
- 2) Practical Derivatives, Author-Denton, Jonathan ; ed.,Publisher-Global Law and Business
- 3) Financial Derivatives, Author-Koib, Robert W & Overdahl, James A, Publisher-John Wiley & Sons, Inc.
- 4) Financial Markets And Financial Services In India, Author-Kunjukunju, Benson Mohanan,S, Publisher-New Century Publication
- 5) Derivatives And Risk Management, Author-Khatri, Dhanesh Kumar, Publisher-Macmillan Publishers India Ltd
6. Financial Management : I MPandey, Vikas Publishing House.
7. Financial Management : Ravi M Kishore, Taxman
8. Financial Management : James C Van Horne, Prentice Hall
9. Chandra Hariharan Iyer – IBHL

## **5.3 International Banking and Finance:**

Objectives: The paper will discuss the concepts and broad activities of International Banking and

Finance besides studying developments in India in this context

Syllabus:

	No. of Lectures
1. Evolution of International Banking	06
2. International Banking: A functional Overview – International Payment Systems, Banking for Financing of Exports and Imports of Goods and Services	08
3. International Capital Markets – Financial Market Flows beyond national boundaries, Interest rate differentials between markets and their role in impacting demand for and supply of funds across borders, Debt Flows and Equity Flows and role of International Banks in same, Volatile flows and stable flows	10
4. Offshore Banking Centers and their role in International Financing, Introduction to Global Balance Sheet of banks, Asset and Liability Management of Banks	06
5. International Lending Operations , Policies and Practices, Transaction Cost and risks in International lending, Role of LIBOR, Loans to foreign corporations, Syndicated loans, Financing Foreign Governments, Issues of Information symmetries and adverse selection, Regulatory and supervisory aspects, Trends in International Banking in India	10
6. Eurocurrency markets and role of International Banks in Same	06
7. Foreign exchange risks; The exchange rate swings, swings in currency and interest rate derivatives and their impact on net worth of banks	08
8. Country risk analysis – Perception of International Rating Agencies, Issues related to International Financial Architecture	03
9. International Financial Stability and role of banks and central banks in financial stability.	03
Total	60 Lectures

**Suggested Readings:**

1. **Sharma R. D. – International Banking; Contemporary Issues, New Delhi, Himalaya Publishing House**
2. **Apte P.G. International Finance – A Business Perspective, New Delhi, TATA**

**McGraw Hill**

3. Verma B.P., **International Finance: Theory and Practice**, Mumbai, Allied Publishers
4. Sharma V. – **International Financial Management**, New Delhi, Prentice Hall of India
5. Seth A. K. - – **International Financial Management**, New Delhi, Galgotia
6. VijMadhu, – **International Financial Management**, New Delhi, Excel Books

## **5.4 – Financial Reporting Analysis.**

**UNIT – 1:** (a) Preparation and presentation of Banking Company Final Accounts in accordance with Banking Regulations Act (calculation of rebate on bill discounted)

(b) Study of Accounting Policies from Annual Reports of Banks. (15 Lectures)

**UNIT – 2:** (a) Preparation and presentation of Corporate Final Accounts for Insurance Companies Final Accounts in accordance with Insurance Legislation.

(b) Study of Accounting Policies from Annual Reports of Listed Insurance Companies (15 Lectures)

**UNIT – 3:** Preparation and presentation of Corporate Final Accounts and Reports for Trading, Manufacturing and others Companies in Accordance with Revised Schedule VI of Company Final Accounts.

(b) Analysis and Interpretation of the Contents of Annual Reports of Companies covering the following:

- Chairman’s Statement.
- Director’s Report Annexure.
- Corporate Governance Disclosures.
- Compliance Certificate in Corporate Governance Auditors Report.
- Annexure to Auditors Reports including CARO Balance Sheet.

(15 Lectures)

**UNIT – 4:** Financial Analysis and Interpretation of Final Account using Tools of Financial Management and Investment Analysis like Ratio Analysis, Cash Flows Analysis

(15 Lectures)

**Total: (60 Lectures)**

### **Question Paper Pattern**

Q1a) From Unit 1	8 marks	OR	Q1a)	8 marks
Q1b) From Unit 1	7 marks	OR	Q1b)	7 marks
Q2a) From Unit 2	8 marks	OR	Q2a)	8 marks
Q2b) From Unit 2	7 marks	OR	Q2b)	7 marks
Q3a) From Unit 3	8 marks	OR	Q3a)	8 marks
Q3b) From Unit 3	7 marks	OR	Q3b)	7 marks

Q4. From Unit 4 15 marks OR Q4. Theory from all Units 15 marks (Any 3 out of 6)  
[Note: Q1, Q2 & Q3 even can be ask for 15 marks]

### **Reference Books**

- Advance Accounts by Shukla and Grewal, S. Chand and Company (P) Ltd., New Delhi
- Advanced Accountancy by R.L Gupta and M. Radhaswamy, S. Chand and Company (P) Ltd., New Delhi
- Modern Accountancy by Mukherjee and Hanif, Tata Mc. Grow Hill and Co. Ltd., Mumbai
- Financial Accounting by Lesile Chandwichk, Pentice Hall of India Adin Bakley (P) Ltd., New Delhi
- Financial Accounting for Management by Dr. Dinesh Harsalekar, Multi-Tech. Publishing Co. Ltd., Mumbai
- Financial Accounting by P.C. Tulsian, Pearson Publications, New Delhi
- Accounting Principles by R.N. Anthony and J.S. Reece, Richard Irwin, Inc
- Financial Management: Text and Problems by M.Y. Khan and P.K. Jain, Tata McGraw Hill, New Delhi
- Financial Management: Theory and Practice by Prasanna Chandra, Tata McGraw Hill, New Delhi
- Introduction to Financial Accounting by Horngren, Pearson Publications, New Delhi
- Financial Accounting by M. Mukherjee and M. Hanif, Tata McGraw Hill Education Pvt. Ltd., New Delhi
- Financial Accounting a Managerial Perspective, Varadraj B. Bapat, Mehul Raithatha, Tata McGraw Hill Education Pvt. Ltd., New Delhi
- Financial Management by I.M. Pandey, Vikas Publishing House, New Delhi

## **5.5 Security Analysis and Portfolio Management**

### **No. of Lectures**

#### **UNIT – 1**

**15**

#### **1. An Overview:**

- 1.1 Meaning of Investment
- 1.2 Investment versus Speculation
- 1.3 Objectives of investment
- 1.4 Meaning of Portfolio



- 1.5 Meaning of Portfolio management
- 1.6 Portfolio Management Process
- 1.7 Approaches to Investment Decision making.

**2. Investment Alternatives:**

- 2.1 Non-Marketable Financial Assets
- 2.2 Money Market Instruments
- 2.3 Bonds or Fixed Income Securities
- 2.4 Equity Shares
- 2.5 Mutual Fund Schemes
- 2.6 Life Insurance
- 2.7 Real Estate
- 2.8 Precious Objects.

**3. Introduction to Securities Market:**

- 3.1 Primary Equity Market
- 3.2 Secondary Market and its Operations
- 3.3 Introduction to Role of NSE and BSE
- 3.4 Process of Buying and Selling Shares at Stock Exchange
- 3.5 Stock Market Quotations
- 3.6 Government Securities Market
- 3.7 Corporate Debt Market
- 3.8 Money Market

**UNIT -2**

**15**

**1. The Time Value of Money:**

- 1.1 Meaning of Time Value
- 1.2 Future Value of a Single Amount
- 1.3 Present Value of a Single Amount
- 1.4 Future Value of an Annuity
- 1.5 Present Value of an Annuity
- 1.6 NPV for even and uneven cash flows

**2. Analysis and valuation of Debt:**

- 2.1 Types & Features of Debt Instruments
- 2.2 Bond Pricing – Discount Model
- 2.3 Concept of Bond Yields
- 2.4 Concept of Risk in Debt
- 2.5 Basic introduction to Interest Rate movement and its link to Bond Price
- 2.6 Understanding the Determinants of Interest Rates
- 2.7 Rating of Debt Securities

**3. Equity Valuation:**

- 3.1 Balance Sheet Valuation
- 3.2 Dividend Discount Model

### 3.3 Earnings Multiplier Approach/P-E Approach

#### **4. Risk and Return:**

4.1 Meaning of Risk

4.2 Basic Introduction to Types of Risks

4.3 Measures of Risk

4.4 Basic Practical problems on standard deviation and holding period returns

#### **UNIT 3:**

**15**

##### **1. Financial Statement Analysis:**

1.1 Financial Statement

1.2 Financial Ratios

1.3 Comparative Analysis

1.4 Du Pont Analyses

1.5 Problems in Financial Statement Analysis

##### **2. Introduction to Fundamental Analysis:**

2.1 Macroeconomic Analysis

2.2 Industry Analysis

2.3 Company Analysis

2.4 Estimation of Intrinsic Value

2.5 Judging Undervaluation / Overvaluation

##### **3. Introduction to Technical Analysis:**

3.1 What is Technical Analysis?

3.2 Basic introduction to Charting Techniques

#### **UNIT-4**

**15**

##### **1. Portfolio Theory:**

1.1 Portfolio Return

1.2 Portfolio Risk

1.3 Portfolio Diversification

1.4 Optimal Portfolio

##### **2. Capital Asset Pricing Model:**

2.1 Basic Assumptions

2.2 Capital Market Line

2.3 Security Market Line

2.4 Inputs Required for Applying CAPM

##### **3. Efficient Market Hypothesis:**

3.1 Random Walk and Search for Theory

3.2 What is an Efficient Market?

- 3.3 Empirical Evidence on Weak Form
- 3.4 Empirical Evidence on Semi-Strong
- 3.5 Efficient Market Hypothesis

**Total 60**

Suggested References:

- 1) **Investment management, Preeti Singh Himalaya publishing house**
- 2) **Security analysis and portfolio management, S. Kevin PHI Learning Pvt. Ltd.**
- 3) **Security analysis and portfolio management, Bhome, Jha, International Book House Publication**
- 4) **Investment Analysis and portfolio management, P.Chandra, Tata McGraw-Hill**
- 5) Financial Market Regulation, Author-Tatom, John A ; Publisher-Springer
- 6) Practical Derivatives, Author-Denton, Jonathaned, Publisher-Global Law and Business
- 7) Financial Derivatives, Author-Koib, Robert W & Overdahl, James A, Publisher-John Wiley & Sons, Inc.
- 8) Financial Markets And Financial Services In India, Author-Kunjukunju, Benson Mohanan,S, Publisher-New Century Publication
- 9) Derivatives And Risk Management, Author-Khatri, Dhanesh Kumar, Publisher-Macmillan Publishers India Ltd
- 10) Financial Management : I MPandey, Vikas Publishing House.
- 11) Financial Management : Khan & Jain or Ravi M Kishore, Taxman
- 12) Financial Management : James C Van Horne, Prentice Hall

## 5.6 Auditing

**Unit I:** **15 lectures**

**Introduction:** Meaning, Objects, Basic Principles and Techniques. Classification of Audit, Audit Planning. Internal Control, Internal Check and Internal Audit, Audit Procedure –

Vouching and verification of Assets & Liabilities. Special Areas of Audit: Special features of Cost audit. Tax audit and Management audit. Recent Trends in Auditing: Basic considerations of audit in EDP Environment.

**Unit II: Audit of Limited Companies:** **15 lectures**

- Qualification, Disqualification, Appointment, Removal, Remuneration of Auditors.
- Audit Ceiling-Status, Power, Duties and Liabilities of auditors.
- Branch Audit-Joint Audit- Special Audit.
- Maintenance of Books of Account –Related Party Disclosures- Segment Reporting.
- Divisible Profit, Dividend and Depreciation (Companies Act, Standards on Accounting, Legal Decisions and Auditor’s Responsibility).
- Representations by Management-Contents of Annual Report (A Brief Idea).

•Definition-Distinction between Report and Certificate- Types of Reports/Opinion

**Unit III: Audit of Bank and Insurance Companies**

**15**

**lectures**

- Banks- Legislation Relevant to Audit of Banks, Approach to Bank Audit, Internal Control Evaluation, Non-Performance Assets (Concept, Provisions),Long Form Audit Report.
- Insurance Companies- Legislation Relevant to Audit of Insurance companies( Life And General Insurance), Review of Internal Control, Audit Report(Matters as per IRDA).
- Role of regulatory authorities like Department of Company Affairs, SEBI, RBI, IRDA and Comptroller Auditor General of India.

**Unit IV: Other Thrust Areas**

**15 lectures**

- Systems Audit- Social Audit- Environment Audit
- Energy Audit- Forensic Audit-Peer review (Concepts, Objectives and Regulatory Requirements).
- Ethics in Auditing – Auditor’s Independence.
- Auditing in CIS Environment.
- Standards on Auditing (Concepts, Purpose and Present Position as to Number and Title as issued by ICAI).
- Professional Liability of Auditors: Code of Ethics with special reference to the relevant provisions of The Chartered Accountants Act, 1949 and the Regulations there under with case studies
- Role of Auditor vis a vis Audit committees & corporate Governance principles

**Total: 60 lectures**

**Suggested Readings**

- Gupta, Kamal, Contemporary Auditing, TMH
- Tandon, B.N., Principles of Auditing, S. Chand & Co.
- Sharma, T.R., Auditing Principles & Problems, Sahitya Bhavan, Agra
- Spicer & Pegler, Practical Auditing
- Woolf, Emile, Auditing Today
- Basu, Sanjib Kumar, Fundamentals of Auditing, Pearson
- Auditing Assurance Standards and Guidelines issued by ICAI

**6.1Strategic Management**

Objectives:

- To develop an understanding of the general and competitive business environments.
- To enable to understand and resolve cases through strategic decision making.
- To develop an understanding of strategic management concepts and techniques.

	<b>No of Lectures</b>
<b>Unit 1: Introduction to Strategic Management: Meaning, Levels of</b>	<b>(15)</b>

<p>Strategy, Role of Organizational Strategist in banking and Insurance sector, Importance of Strategic Management, Strategic Management Process, Concept of SBU</p>	
<p><b>Unit 2: The Environment of Strategic Management.</b></p> <ol style="list-style-type: none"> <li>1) The Political Facet: Impact of Politics in Strategic Management</li> <li>2) The Economic Facet: A conduct for social, political and Technological forces, Role of competition. National and Global Trends.</li> <li>3) The Social Facet: Ethics, Social responsibility of Business, Triple Bottom Line, Impact of Social Factors in Strategic Management</li> <li>4) The Technological Facet: Impact of Technology in Banking and Insurance.</li> <li>5) The Legal Facet: Impact of Legal Factors in Strategic Management</li> <li>6) The Ecological Facet: Impact of Legal Factors in Strategic Management</li> <li>7) SWOT Analysis</li> </ol>	<p><b>(15)</b></p>
<p><b>Unit 3 Strategy Formulation</b></p> <ol style="list-style-type: none"> <li>1) Mission, Vision and Goals</li> <li>2) Tools of corporate level Strategic management. The Boston Consulting Group matrix. The GE Planning Grid, The McKinsey 7-S Framework.</li> <li>3) Strategies: Integration, Diversification, Disinvestment, Downsizing.</li> </ol>	<p><b>(15)</b></p>
<p><b>Unit 4 Activating Strategies</b></p> <ol style="list-style-type: none"> <li>1) Organizational Structure, Relation between Strategy and Structure, Different organizational structures for different strategies.</li> <li>2) Resource Mobilization Viz. Money, Markets, Machine, Material, Men. (Human Resources)</li> <li>3) Leadership and Motivation as key drivers of Strategy.</li> <li>4) Role of Creativity and Innovation in Strategic Formulation</li> <li>5) Evaluation and Control of Strategies. Bench marking. Performance gap Analysis, Responsibility Centers, ROI, and Budgeting.</li> </ol>	<p><b>(15)</b></p>

## Reference Books

- 1) Strategic Management by G. A. Cole
- 2) Strategic Management -by R. A. Sharma. In Indian Cos.
- 3) Strategic Management and Business Policy by T. L. Wheelers & J. D. Hunger
- 4) Strategic Management by Hunger and Wheelers.
- 5) Fundamentals of strategic Management -Fred R. David.
- 6) Strategic Management-Fred R. David.
- 7) Organizational strategy & Policy -Frank T. Paine & William Naumes
- 8) Strategic Management - Francis Cherunilam, Himalaya Publishing House

## 6.2 CENTRAL BANKING

### *Module - A : Rationale and Functions of Central Bank*

15

1. Evolution and Functions of Central Banking : Evolutions of Theory and Practice of Central Banking, Development of Central Banks in Developed and Developing countries.
2. Functions of a Central Bank : Banker to Government, Banker to Banks, Monetary policy Functions, Currency Issue and Management, Payment system function, Maintaining Internal and External values of currency, Regulation, Facilitation and supervision of Financial System, Promotional Functions to support growth and other National objectives, Development of Financial Markets, Institutions and communication policies.
3. Contemporary Issues : Desirability, Autonomy and independence, Credibility, accountability and transparency of a Central Bank, conflict with fiscal policies.

### *Module - B : Central banking in India*

15

1. Reserve Bank of India : Organisational evolution, Constitution and Governance, Major organizational and Functional Developments over the time, Recent Developments, RBI Act.
2. India Specific Issues : Banking Regulation Act, FEMA, Banking Ombudsman Scheme, Financial Sector reforms, other financial regulators and division of functions. Institutions setup by RBI; NABARD, IDBI, DFHI, IRBI, UTI.
3. Glossary of Central Banking Terms.

### *Module - C : Monetary Policy and Credit Policy*

15

1. Monetary Policy : Objectives, Reconciling dual objectives, The Taylor Rule, Indicators of Policy, instruments of policy (Bank Rate, OMO, CRR, SLR etc.), policy Transmission mechanism and channels, transparency of policies, Lags in policy.
2. Credit Policy : Objectives, Theory and Practice, Instruments.
3. An over view of Fiscal Policy : Importance of Budgets, Union Budget, State Budget, Finances of Union and State Governments, Finance Commission.
4. Striking balance between inflation and growth through monetary and fiscal policies.

### *Module - D : Supervision and Financial Stability*

15

1. Indian Financial System : Constituents of Indian Financial Markets and their Regulation. Evolution of Bank Regulation and supervision.
2. Financial Stability : Financial Development Vs Financial stability, Risks to Financial stability, Early warning signals and remedial action, Liquidity Management, Regulation and supervision of Banks, Risk Management in Banks, The Basel Norms, Prudential Norms, Effect of liberalisation and Globalisation on Financial Stability, Linkage to International Financial Stability, International standards and codes. Role of Supervisor under Basel-II.

## International Business – 6.3

Syllabus;

	No. of Lectures
1. Introduction: What is International Business, Growing Importance of International Business, Factors Stimulating Growth of International Business, Difference between Domestic Business and International Business	03
2. The Global Business Environment, PEST Factors, Role of Government in International Trade, International Business Environment in India	03
3. International Trade and Foreign Direct Investment, Changes in Pattern of World Trade and Production, Protectionism; Arguments for and against protectionism, Impact of FDI on National Growth and distribution of wealth	05
4. WTO and its role in International Trade; WTO and its impact on TRIPS, GATS, Dumping and Anti-Dumping Measures, Multi Fibre Agreement and Agriculture, Issues in trade negotiations on WTO	05
5. Theories of International Trade; Mercantile, Absolute Advantage, Comparative Advantage, Factor Endowment, Vernon's Product Life Cycle theory and Porter's Diamond Model	05
6. Role of Organizations like IMF, World Bank in International Trade	03
7. International Market Entry Strategies- Modes of Entry into International Trade; Exporting, Licensing, Franchising, Mergers & Acquisition, Joint Ventures, Green Field Ventures, Turn Key Projects	06

etc	
8. Selection of Market for International Trade – Country Risk Analysis	03
9. Difference between International Marketing and Domestic Marketing, Selection of Suitable Market for International Marketing, Discussion on International Marketing Strategies with respect to - Segmentation, Communication and Pricing	05
10. Difference between International HRM and Domestic HRM, HR issues with respect to management of Global workforce, Issues related to expatriation and repatriation	04
11. Management of Risk in International Trade Transactions; Transaction risk, Translation Risk, Operational risk, Country Risk, Counter party risk, Open Position risk, Interest rate risk etc	04
12. Role of Trade Blocks in International Trade; ASEAN, NAFTA, OPEC, EMU, SAFTA, MERCOSUR etc	04
13. Export/Import Financing in India, Introduction to broad Export Policy in India, Letters of Credit and their importance in International Trade, Role of Customs, ECGC and EXIM Bank, RBI and DGFT in International Trade	06
14. Introduction to Balance of Payment (BOP) and concept of Current Account and Capital Account, Introduction to the concept of Partial and Full Capital Account Convertibility	04
Total	60 lectures

## 6.4 Human Resource Management

### Objectives:

- To highlight the role of human resources in success of an enterprise.
- To understand various processes involved in increasing the value of human assets.
- To understand ways for maintaining high employees morale and sound human relations by sustaining and improving the various conditions and facilities.



<p><b>Unit 1:</b></p>	<p><b>Human Resource Management</b></p> <ul style="list-style-type: none"> <li>• Nature , Scope, Objectives and Functions of HRM</li> <li>• Organization of HR Department</li> <li>• Concept of HRD</li> <li>• Role and Functions of HR Manager (in Banking and Insurance sector)</li> <li>• Challenges before HR Manager</li> <li>• Personnel Manual</li> </ul>	<p><b>(15)</b></p>
<p><b>Unit 2:</b></p>	<p><b>Human Resource Planning</b></p> <ul style="list-style-type: none"> <li>• Definition of HRP</li> <li>• Process of HRP</li> <li>• Factors affecting HRP</li> <li>• HRIS</li> <li>• Succession Planning – Meaning and Process</li> <li>• Concept of Outsourcing</li> <li>• Promotions and Transfers</li> </ul>	<p><b>(15)</b></p>
<p><b>Unit : 3</b></p>	<p><b>Operative Functions of HRM</b></p> <ul style="list-style-type: none"> <li>• Recruitment- Meaning and Sources.</li> <li>• Selection- Meaning, Process, Types of Selection Tests, Types of Interviews,</li> <li>• Concept of Orientation and Placement</li> <li>• Training and Development- Definition, Methods of T&amp;D for managers in banks, Process / procedure of conducting training programmes, Requisites of a sound training programme.</li> <li>• <b>Performance Appraisal-</b> Definition, Methods of Appraisal for managers – traditional and modern, Process / procedure of conducting performance appraisal, Advantages and Limitations of Appraisal</li> <li>• <b>Compensation Management –</b> Definition, Components of Salary- Basic Salary, Incentives, Fringe Benefits, Perquisites, Allowances and other non monetary benefits. Concept of Salary slip</li> </ul>	<p><b>(15)</b></p>

	<ul style="list-style-type: none"> <li>• <b>Career Planning And Development</b> – Meaning, Process/ Procedure of Career Planning, Career Stages/ Career Life Cycle, Essentials to make career planning successful,</li> <li>• <b>Separation Function</b> – Meaning of Pink Slip, VRS, Lay offs, Retirement, Retrenchment, Organizational Downsizing</li> </ul>	
<b>Unit : 4</b>	<ul style="list-style-type: none"> <li>• Policy Manual, Personnel Policies in Banking and Insurance sectors</li> <li>• Concepts- Job Analysis, Job Design and Job Evaluation</li> <li>• Participative Management- Meaning, Levels/ Types, Employee Welfare, Comparative study of working conditions in Banks, Financial Institutions, Insurance company</li> <li>• Industrial Relations- Meaning, Parties to IR and Approaches</li> <li>• Trade Unions- Meaning, Features and Role</li> </ul>	<b>(15)</b>

Reference Books:

- 1) **K-Aswathappa**, “ *H.R. & Personnel Management*”, Tata McGraw Hill.
- 2) **Pandey R.K.**, “*Man Power Planning in Banks*”-Deep & Deep Publications, New Delhi-1992.
- 3) **MichealAmstrong**, “*A handbook on Human Resource Management*”, Kogan Page 10<sup>th</sup>ed
- 4)**Bhole L. M.** “*Indian Financial Systems*”Chugh Publications, Allahabad (2000).
- 5) **M.S.Saiyadain**,“ *Human Resource Management*” , Tata McGraw Hill.
- 6) **Stephens Robbins**, *Personnel: The Management of Human Resource*, Prentice Hall of India.
- 7)**SharuRangnekar**,”*In the wonderland of Indian Managers*” Vikas Publishing House, New Delhi.
- 8)**J. Paauwe** “*HRM and Performance: Achieving Long-Term Viability*”, Oxford University Press.

## 6.5 Business Ethics and Corporate Governance

### Objectives:

- To understand ethical issues in business.
- To highlight the role of Corporate Governance practices in maintaining Transparency in business transactions.
- To highlight the importance of commitment to values and ethical conduct of Business.
- To increase awareness about the statutory and legal compliances involved in corporate governance.

		No of lectures
<b>Unit: 1</b>	Business Ethics: Meaning, Nature and sources. , Unfair Business Practices: features and Reasons. Whistle Blowing policy and Laws related to protection of Whistle Blower, Insider Trading, Clause 49. Values: Meaning, Types Teaching from scriptures like . Gita, Quran, Bible w.r.t Indian value systems in business.	<b>(15)</b>
<b>Unit : 2</b>	Corporate Governance: Meaning, Principles, significance. Corporate Governance reports of Narayan Murthy Committee, Cadbury Committee, Kumar Mangalam Birla committee, Malhotra Committee., CII code, Narshiman Committee Corporate Governance in globalized Economy, Corporate Governance in banking and Financial Institutions.	<b>(15)</b>
<b>Unit : 3</b>	Code of conduct in Business Houses- Meaning, Features of a good Code of Conduct, Conduct of conduct for Bank. Corporate Social Responsibility: Meaning, Scope and Significance. CSR of Business towards various groups and CSR towards social Organizations.	<b>(15)</b>
<b>Unit: 4</b>	Corruption: Meaning, Causes, Effects. Frauds and Scams in Banks, Insurance companies. Financial Markets ( current case studies and supreme court judgments) Measures to overcome fraud and corruption Zero Tolerance of corruption Competition Act, Ethical Approach in IPR with respect to Designs, Patents and Copyrights , Ethics and IT..	<b>(15)</b>

### Reference Books

1. **S.K. Bhatia** , “ *Business Ethics and Corporate Governance*” Deep and Deep Publications

2. **S.K. Mandal**“ Ethics in Business and Corporate Governance” Tata Mcgrw Hill Co.
3. **U.C. Mathur**“ Corporate Governance and Business Ethics : Text and Cases”, Macmillan.
4. **A.C.Fernando**“Corporate Governance, Principles, Practices and Policy” Pearson Education, India.
5. **Jeremy Moon**, “Corporate Governance and Business Ethics Edward Elgar Publication 2010.

## 6.6 Turnaround Management

Objectives:

- To enable students to understand need for revival of sick and stressed business unit.
- To make students aware of the different turnaround strategies.
- To give an overview of the recent business scenario.

<b>Unit 1:</b>	<p><b>Introduction to Business</b></p> <ul style="list-style-type: none"> <li>• Meaning, Definition, Importance, Features, Symptoms</li> <li>• Different Approaches for Growth and Survival ( Internal and External)</li> <li>• Globalization and Liberalization <ul style="list-style-type: none"> <li>Features</li> <li>Positive and Negative Impacts</li> <li>Role of MNC's</li> </ul> </li> </ul>	<b>(15)</b>
<b>Unit 2:</b>	<p><b>Industrial Sickness</b></p> <ul style="list-style-type: none"> <li>• Meaning and Reasons for Sickness</li> <li>• Symptoms</li> <li>• Various attempts to Overcome Sickness by stakeholders</li> <li>• Role of BIFR in sick industries</li> </ul>	<b>(15)</b>
<b>Unit : 3</b>	<p><b>Turnaround Strategies</b></p> <ul style="list-style-type: none"> <li>• TQM (Importance and Restructuring)</li> <li>• Restructuring (Only Concept)</li> </ul>	<b>(15)</b>

	<ul style="list-style-type: none"> <li>• Selling of Sick Unit (Only Concept)</li> <li>• <b>BPR</b> <ul style="list-style-type: none"> <li>- Meaning, features, steps, need, implications,</li> <li>- Achievements and Drawbacks</li> <li>- Approaches (External Consultant, BPR Leader, Process Owner, Top Executives, Kaizen and Adam Smith , Flow Charts, Mapping etc)</li> <li>- Practical Examples</li> </ul> </li> </ul>	
<b>Unit : 4</b>	<p><b>Recent Business Scenario</b></p> <ul style="list-style-type: none"> <li>- SIFIO</li> <li>- Outsourcing</li> <li>- Networking</li> <li>- Franchisee</li> <li>- Agency</li> <li>- Free Lancing</li> <li>- Self Financing</li> </ul>	<b>(15)</b>

**Reference Books :**

- 1) Redesigning the Business Process by Waman S. Jawdekar
- 2) Business Process Re-Engineering : Myth & reality by Colin Coulson Thomas
- 3) Reengineering and Reinventing the enterprise by P.N. Rastogi
- 4) Practical Business Re-Engineering by Nick Obolensky

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