

		I YEAR I SEMESTER					
S.No	CourseCode	Courses	Marks	L	Τ	Р	С
1	C-101	Management and Organizational Behavior	100	4	0	0	4
2	C-102	Managerial Economics	100	4	0	0	4
3	C-103	Accounting for Managers	100	4	0	0	4
4	C-104	Quantitative Analysis for Business Decisions	100	4	0	0	4
5	C-105	Legal and Business Environment	100	4	0	0	4
6	C-106	Business Communication and Soft skills	100	2	0	2	4
7	C-107 Open Elective	Cross Cultural Management Rural Innovation projects MOOCs : SWAYAM/NPTEL- Related to Management Courses other than listed courses in the syllabus	100	4	0	0	4
8	C-108	Information Technology – Lab1(Spreadsheet and Tally)	50	0	0	2	2
		Total	750	28	0	2	30

	I YEAR II SEMESTER							
S.No	Course Code	Courses	Marks	L	Т	Р	C	
1	C-201	Financial Management	100	4	0	0	4	
2	C-202	Human Resource Management	100	4	0	0	4	
3	C-203	Marketing Management	100	4	0	0	4	
4	C-204	Operations Management	100	4	0	0	4	
5	C-205	Business Research Methods	100	4	0	0	4	
6	C-206 open elective	Project Management Technology Management Lean Management Database Management System	100	4	0	0	4	
7	C-207	IT-lab 2(Programming R)	50	0	0	2	2	
		Total	650	24	0	2	26	

		II YEAR III SEMESTE	R				
S.No	Course Code	Courses	Marks	L	Т	Р	С
1	C-301	Strategic Management	100	4	0	0	4
2	C-302	Operations Research	100	4	0	0	4
3	EB -301	Elective – 1	100	4	0	0	3
4	EB-302	Elective – 2	100	4	0	0	3
5	EB-303	Elective – 3	100	4	0	0	3
6	EB-304	Elective – 4	100	4	0	0	3
7	C-304	Industrial Project based on Summer Internship	150	4	0	0	4
		Tota	750	28	0	0	24

		II YEAR IV SEMESTER					
S.No	Course Code	Courses	Marks	L	Т	Р	С
1	C -401	Supply Chain Management and Analytics	100	4	0	0	4
2	C-402	Innovation and Entrepreneurship	100	4	0	0	4
3	EB-401	Elective – 5	100	4	0	0	3
4	EB-402	Elective – 6	100	4	0	0	3
5	EB-403	Elective – 7	100	4	0	0	3
6	EB-404	Elective – 8	100	4	0	0	3
7	C-403	Comprehensive Viva- voce	50	0	0	0	2
	•	Total Marks / Credits	650	28	0	0	22
			2800				102

\*The project work documentation shall be checked with anti plagiarism software (Turnitin). The permissible similarity shall be less than 30%.

\*Comprehensive Viva is to verify the student knowledge as a whole from which he was studied during the twoyear course work.

# III-SEMESTER BANKING AND FINANCIAL SERVICES

S. No	Course Code	SUBJECT TITLE
1	EB-301	Financial Markets and Services
2	EB-302	Rural Banking & Financial Inclusion
3	EB-303	Retail Banking
4	EB-304	Micro Finance in India
5	EB-305	Financing Foreign Trade

# IV-SEMESTER BANKING AND FINANCIAL SERVICES

S. No	Course Code	SUBJECT TITLE
1	EB-401	Portfolio Management & Mutual Funds
2		International Banking & Forex Management
3	EB-403	Corporate Banking
4	EB-404	Risk Management in Banks
5	EB-405	International Financial Management

## FINANCIAL MARKETS AND SERVICES

EB-301Financial Markets and Services100	4	0	0	3
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**Objective:** to enlighten the students with the Concepts and Practical dynamics of Financial Markets and Financial Services

**UNIT I :** Structure of Financial System – role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms.

**UNIT II:** Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India.

**UNIT III:** Venture Capital – Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital, Leasing – types of Leases – Evaluation of Leasing Option vs. Borrowing.

**UNIT IV:** Credit Rating – Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context;

**UNIT** V: Mutual Funds – Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India. Debt Securitisation – Concept and Application – De-mat Services-need and Operations-role of NSDL and CSDL.

## (Case Studies are Compulsory)

- 1. Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi, May 2009.
- 2. V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai, 2018
- 3. DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House, 2006
- 4. Anthony Saunders and MM Cornett, Fin Markets & Institutions, TMH, ND, Dec 2014.
- 5. Edminister R.D., Financial Institution, Markets and Management., 1986
- 6. Punithavathy Pandian, Financial Markets and Services, Vikas, New Delhi, 2009.
- 7. Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai.2017.
- 8. Madura, Financial Markets & Institutions, Cengage, ND.2014.

# **RURAL BANKING AND FINANCIAL INCLUSION**

EB-302 Rural Banking & Financial Inclusion	100	4	0	0	3
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**Objective:** To expose the students with the functioning of rural credit institutions in India along with the prospects and problems of financial inclusion including priority sector.

**Unit I :** Rural India: Demographic features-Economic features-Rural poverty-main causes and methods of measuring rural poverty-Rural Infrastructure-Rural Development Policy-Govt. policies and programmes-Economic Reforms and its impact on rural economy

**Unit II:**Financing Rural Development: Functions and policies of RBI and NABARD ;Rural Credit Institutions-Role and functions -Role of Information and Communication Technologies in rural banking- Regulation of Rural Financial Services;

**Unit III:** Financial inclusion: Concept and its role in inclusive growth- Micro credit, micro insurance scheme - Business Facilitators and Business Correspondents in rural financing-SHGs/NGOs, linkages with banking, latest guidelines of GOI and RBI

**Unit IV:** Priority Sector Financing and Govt. initiatives: Components of priority sector-RBI Guidelines; Government initiatives:Poverty alleviation programmes/Employment programmes/Production oriented programmes-Rural housing and Urban housing schemes under priority sector-Educational loans

**Unit V:** Problems and prospects of Rural Banking: Problems of rural branches of commercial banks and regional rural banks-emerging trends in rural banking-financing poor as bankable opportunity.

## **Case Studies are compulsory**

- 1. Vasantha Desai, Indian Banking-Nature and Problems, Himalaya Publishing House, Mumbai.2017
- 2. Khan, M.Y., Indian Financial System, Tata McGraw Hill Publishing Company Ltd., New Delhi.2000
- 3. Pai Panandikar & NC Mehra, Rural Banking, National Institute of Bank Management, Pune, 2021.
- 4. Guruswamy, S., Banking in the New Millenium, New Century Publications, New Delhi.2000.
- 5. Uppal RK, & Rimpi Kaur, Banking Sector Reforms in India, New Century Publications, NewDelhi, 2006.
- 6. Indian Institute of Banking & Finance, Rural Banking, Mumbai.2011
- 7. Shyam Ji Mehrotra, New Dimensions of Bank Management, Skylark Publications, New Delhi.2006

## **RETAIL BANKING**

EB-303     Retail Banking     100     4     0     0     3
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**Objective:** To enable the students familiarizing with operational aspects of retail banking products and developing suitable strategies to broaden the retail client base.

**Unit-I:** Concept of Retail Banking-Distinction between Retail and Corporate/Wholesale Banking; Retail Products Overview: Customer requirements, products development process, Liabilities and Assets Products, Approval process for retail loans, credit scoring.

**Unit-II** Important Retail asset products: Home loans, Auto/vehicle loans, Personal loans, Educational loans -Study of these products in terms of Eligibility, Purpose, Amounts, Margin, Security, Disbursement, Moratorium, Prepayment issues, Repayments/Collection; Credit/Debit Cards-Eligibility, Purpose, Amounts, Margin, Security, Process of using the cards, Billing Cycle, Credit Points; Other products/Remittances/Funds Transfer

**Unit-III:** Retail Strategies: Tie-up with institutions for retail loans; Delivery Channels-Branch, Extension counters, ATMs, POS, Internet Banking, M-Banking; Selling process in retail products;

Customer Relationship Management-Role and impact of customer relationship management, stages in CRM process; Technology for retail banking

**Unit-IV:** Trends in Retailing-New products like insurance, Demat services, online/phone banking, property services, investment advisory/wealth management, Reverse Mortgage-Growth of e-banking, Cross selling opportunities

**Unit-V:** Recovery of Retail Loans-Defaults, Rescheduling, recovery process-SARAFAESI Act, DRT Act, use of Lok Adalat forum, Recovery Agents-RBI guidelines

### **Case Studies are compulsory**

- 1. Agarwal, O.P., Fundamentals of Retail Banking, Himalaya Publishing House, Mumbai.2012.
- 2. Khan, MY, Indian Financial System, Tata McGraw Hill Publishing Company Ltd., New Delhi, Jan 2017.
- 3. Uppal;, RK,& Bishnupriya N, Modern Banking in India, New Century Publications, New Delhi. 2009
- 4. Uppal, RK, Banking Services and IT, New Century Publications, New Delhi, 2008.
- 5. Guruswamy, S., Banking in the New Millenium, New Century Publications, New Delhi, 2001.
- 6. Indian Institute of Banking & Finance, Retail Banking, Mumbai, 2015.

## NON-BANKING FINANCIAL COMPANIES (NBFCs)

EB-304	Non Banking Financial Company (NBFCS)	100	4	0	0	3	
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**Objective:** To acquaint the student with the different types of NBFCs and their contribution to the overall development of the Indian financial system.

**Unit I:** The Nature and role of financial system – Structure of Financial System in India-An overview of Indian Financial System.

**Unit II:** Nature and categories of NBFCs-Importance of NBFCs-Structure and growth of NBFCs in India, Problems of NBFCs.

**Unit III:** Regulatory Framework of NBFCs in India - Role of RBI, Problems with NBFCs, Government and RBI controlling measures on NBFCs.

**Unit IV:** Progress of NBFCs – Leasing companies, Hire-purchase Finance Companies, Housing Finance Company, Investment Company, Loan Company, Mutual Benefit Financial Companies, Miscellaneous Non-Banking Company & Residuary Non-Banking Companies.

**Unit V:** Non-Bank Financial Services Companies-Merchant Banks-Venture Capital Funds-CreditRating Agencies.

## (Case Studies are Compulsory)

- 1. Bhole. LM. Financial Institutions and Markets, Structure, Growth and Innovations, Tata McGraw-Hill Publishing Company Ltd. New Delhi, Fifth edition, 2006.
- 2. Srivatsava, RM, Management of Financial Institutions, Himalaya Publishing Company Ltd., Mumbai. 2010.
- 3. Khan, MY, Indian Financial System, Tata McGraw Hill Publishers, New Delhi, 2009
- 4. Vasant Desai, Financial Markets & Services, HPH, Mumbai. 2009.

### FINANCING FOREIGN TRADE

EB-305 Financing Foreign Trade	100	4	0	0	3	]
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**Objective:** To make the students aware of different concepts and techniques involved infinancing foreign trade in India.

**Unit I:** Foreign Trade-Meaning-Need for Foreign Trade-Balance of Trade-Methods of ForeignTrade-Instruments of Foreign Trade, Trade Finance Methods.

**Unit II:** Payment methods, comparison of payment methods, Exchange controls-Meaning, need for exchange controls, Methods of exchange – Controlling measures in India.

**Unit III:** Import Finance (Documentary credit) – Required documents in Import - Finance Exports (pre and post shipment)

**Unit IV:** Project Exports – Meaning and importance – Methods of finance project exports, Documents required in Export of Foreign Trade

**Unit V:** Exim Policy, Foreign Trade Policy, Role of commercial banks and Exim Bank of India in financing India's foreign trade, Agencies motivation in foreign Trade

### (Case Studies are Compulsory)

- 1. Chaudhuri B.K & Agarwal O.P. A Text Book of Foreign Trade and Foreign Exchange, Himalaya Publishing House, Mumbai. 2009.
- 2. Jeevanandam, C. Foreign Exchange-Practice, Concepts and Control, Sultan Chand & Sons, New Delhi. New 2020.
- 3. Jhingan M.L., Money, Banking & International Trade, Konark Publications, New Delhi, 1989.
- 4. Francis Cherunilam, International Trade and Export Management, Himalaya PublishingHouse, Mumbai. 2019.

S. No	Course Code	SUBJECT TITLE
1		Portfolio Management & Mutual Funds
2		International Banking & Forex Management
3	EB-403	Corporate Banking
4	EB-404	Risk Management in Banks
5	EB-405	International Financial Management

# IV-SEMESTER BANKING AND FINANCIAL SERVICES

## **Portfolio Management & Mutual Funds**

EB-401     Portfolio Management & Mutual Funds	100	4	0	0	3
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**Objective:** To enable the students acquainting with theoretical and practical aspects of portfolio management and salient features and performance evaluation of mutual funds in India.

**Unit I:** Introduction-Portfolio management-Portfolio analysis-Portfolio diversification-Portfolio Risk and Return-Meaning and Measurement of Security Returns; Security Risks-Systematic and non-Systematic; Measurement of total risk.

**Unit II:** Elements of Portfolio Management, Portfolio Models-Markowitz Model-Efficient Frontier and Selection of Optimal Portfolio-Sharpe Single Index odel and Capital Asset Pricing Model, Arbitrage Pricing Theory.

**Unit III:** Classification of Managed Portfolios-Advantages of Managed Portfolios-Performance Evaluation of Portfolios, Sharpe Model-Jensen's Model for Portfolio evaluation.

**Unit IV:** Mutual Fund Products and Features: Equity Funds-Definition, features of Equity Fund, Index Fund, Large Cap Funds, Mid Cap Funds, Sectoral Funds, Types of Equity Schemes, Arbitrage funds, Multicap funds, Quant funds, P/E Ratio fund, International Equities Fund, Growth Schemes; Debt Funds: Features, Debt Instrument Schemes(Fixed Maturity Plans, Capital Protect Funds, Gilt Funds, Balanced Funds, Child Benefit Plans, etc.

**Unit V:** Evaluation of Performance of Mutual Funds: Fund performance, Measuring return, measuring risk, risk-adjusted return, comparing fund performance with a reference, various standardized performance systems, Limitations of performance measurement and evaluation.

## (Case Studies are Compulsory)

## Text & References:

- 1. Prasanna Chandra, Investment Analysis and Portfolio Management, Tata McGraw HillPublishing Company Ltd., New Delhi. 1986.
- 2. Donald E. Fischer & Ronald J. Jordan, Security Analysis and Portfolio Management, PearsonEducations, New Delhi. 2002.
- 3. Bhalla VK, Investment Management, S. Chand Publishers, New Delhi, 1982.
- 4. Francis, Investments-Analysis & Management, Tata McGraw Hill Publishing Company Ltd., New Delhi, 1995.
- 5. Fredman, Albert J and Wiles, Russ, How Mutual Funds Work, Prentice Hall of India PVt. Ltd., New Delhi. 1997.
- 6. Gupta, Amitabh, Mutual Funds in India: A Study of Investment Management, AnmolPublications, Pvt. Limited, New Delhi. 2002.

## **International Banking & Forex Management**

EB-402 International Banking & Forex Management 1	100 4	4 0	0	3	
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**Objective:** To enable the students familiarising with functions and performance of international financial institutions and operational mechanism of foreign exchange market in India.

**Unit I:** International Banking: Global trends and developments in International banking-International Financial Centers, Offshore Banking Units, SEZs-International Financial Institutions: IMF;, IBRD, BIS, IFC, ADB-Legal and Regulatory aspects of international banking.

**Unit II:** International Finance: Fundamental principles of lending to MNCs; International Credit Policy Agencies and Global Capital Markets; Methods of raising equity and debt resources through ECBS, ADRs/GDRs, ECCBS and other types of Bonds, etc in international markets;

**Unit III:** Project and Infrastructure Finance-Investments both in India and abroad, joint ventures abroad by Indian Corporates, investment opportunities abroad for resident Indians; Financing of mergers and acquisitions.

**Unit IV:** Framework of Foreign Exchange: Sources and Uses of Foreign Exchange-Balance of Payments; Foreign Exchange Market Mechanism-Different types of exchange rates, exchange rate determination, convertibility of Indian Rupee; Role of Banks in Forex markets-Functions of a Forex Dept, maintenance of foreign currency accounts.

**Unit V:** Forex Business: Foreign Exchange Management Act (FEMA) and its philosophy; Role of RBI and FEDAI in regulating foreign exchange business of banks/other authorised dealers-NRI customers and various banking and investment products available to them under FEMA.

## (Case Studies are Compulsory)

- 1. Jeevanandam C., Foreign Exchange, Practice, Concepts & Control, Sultan Chand & Sons, NewDelhi. New 2020.
- 2. Chaudhuri BK & Agarwal OP, Foreign Trade & Foreign Exchange, Himalaya Publishing House, Mumbai, New 2020.
- 3. Apte PG, International Financial Management, Tata McGraw Hill Publishing Company Ltd., New Delhi, 8<sup>th</sup> edition 2017
- 4. Rajwade AV, Foreign Exchange, International Finance & Risk Management, Academy of Business Studies, New Delhi, 2004.
- 5. Indian Institute of Banking and Finance, International Banking, Mumbai, latest information 2020.

# **Corporate Banking**

EB-403	Corporate Banking	100	4	0	0	3	
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**Objective:** To familiarize the students with the various services provided under head CorporateBanking with special reference to India.

**Unit I:** Corporate Banking- Meaning and importance, various services provided viz., cash management, salary payment, debt management, factoring and forfeiting, trusteeship, custodial services, business advisory, off shore services, trade services, forex management, etc.

**Unit II:** Corporate Deposits-Importance of institutional deposits vis-a-vis retail deposits; Corporate Finance-Working capital finance, fund and non-fund based limits and import-export finance, corporate debt restructuring.

**Unit III:** Investment Banking-Meaning and scope of investment banking, evolution, overview of current state of investment banking in India; Merchant Banking –Advisory services for equity/debt issues, management, placement and distribution of equity/debt; Mergers and Acquisitions, Divestitures-Identification, Structuring, Negotiation and Execution, arranging finances, etc.

**Unit IV;** Corporate advisory services-Capital restructuring, Project advisory, Private equity and Venture capital, loan syndication, etc.

**Unit V:** Project and Infrastructure Finance: Characteristics of Project Finance-Technology selection, Assessment of technical collaborator-Market Analysis, Financial Analysis; Common risks in projects-Risk mitigation methodologies in projects; Project Planning-Network techniques for project implementation; Infrastructure financing cash flow deal agreement with parties involved-SPV-Monitoring and follow-up of the project.

## (Case Studies are Compulsory)

- 1. Uppal R, Indian Banking in the globalised world, New Century Publications, New Delhi, 2008.
- 2. Indian Institute of Banking & Finance, Corporate Banking, Mumbai, Latest information 2020.
- 3. Avadhani, International Finance, Himalaya Publishing House, Mumbai. Latest 2017
- 4. Madhu Vij, Multinational Financial Management, Excel Publications, New Delhi,4 Edition 2013.
- 5. Apte, PG, International Financial Management, Tata McGraw-Hill book company 1972.

## **Risk Management in Banks**

EB-404	Risk Management in Banks	100	4	0	0	3	1
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**Objective:** To enlighten the students with the concept of risk management in banks in general and techniques in measurement and control of credit risk, operational risk and market risk in particular.

**Unit I:** Risk definition: Types of Risks-Credit risk, operational risk, and market risk; AssetLiability Management (ALM)-Concept, organization and techniques.

**Unit II:** Credit Risk Management: Introduction-Capital adequacy norms under Basel I & II, RBI guidelines on Risk management-Standardized and Advanced approaches for Credit Risk; Credit rating/credit scoring and rating system design, Credit Bureaus, Stress test and sensitivity analysis, Internal Capital Adequacy Assessment process.

**Unit III:** Operational Risk: Introduction, Likely forms of operational risk and causes for significant increase in operational risk, Basel Norms, RBI guidelines, Sound Principles of Operational Risk Management (SPOR)-SPOR identification, measurement, control of operational risk-Capital allocation for operational risk, methodology, qualifying criteria for banks for the adoption of the methods.

**Unit IV:** Market risk: Introduction- Types of Market risks-Liquidity risk, interest rate risk, foreign exchange risk, price risk (equity), commodity risk-Prescriptions and treatment of market risk under Basel norms

**Unit V:** Risk measurement & control in Banks-Calculation of risk, risk exposure analysis; Risk management- Capital adequacy norms, prudential norms, exposure norms, concept of Mid office, forwards, futures, options, strategies and arbitrage opportunities, regulatory prescriptions of risk management

## (Case Studies are Compulsory)

### **Text & References:**

- 1. Uppal RK, Rimpi Kaur, Banking Sector Reforms in India, New Century Publications, New Delhi. 2006.
- 2. Agarwal OP, Banking and Insurance, Himalaya Publishing House, Mumbai, 2017.
- 3. Vijayaragavan Iyengar, Introductioin to Banking, Excel Books, New Delhi, 2007.
- 4. The Indian Institute of Bankers, Modern Banking, Mumbai- Latest information.

### InternationalFinancial Management

EB-405	International Financial Management	100	4	0	0	3

**Objective:** to enlighten the students with the Concepts and Practical applications of InternationalFinancial Management.

**Unit I:** International Monetary and Financial System: Evolution; Breton Woods Conference and Other Exchange Rate Regimes; European Monetary System, South East Asia Crisis and CurrentTrends.

**Unit II :** Foreign Exchange Risk: Transaction Exposure; Accounting Exposure and Operating Exposure – Management of Exposures – Internal Techniques, Management of Risk in Foreign Exchange Markets: Forex Derivatives – Swaps, futures and Options and Forward Contracts (Cases).

**Unit III:** Features of Different International Markets: Euro Loans, CPs, Floating Rate Instruments, Loan Syndication, Euro Deposits, International Bonds, Euro Bonds and Process ofIssue of GDRs and ADRs.

**Unit IV:** Foreign Investment Decisions: Corporate Strategy and Foreign Direct Investment; Multinational Capital Budgeting; International Acquisition and Valuation, Adjusting for Risk inForeign Investment.

**Unit V:** International Accounting and Reporting; Foreign Currency Transactions, Multinational Transfer Pricing and Performance Measurement; Consolidated Financial Reporting.

## (Case Studies are Compulsory)

- 1. S.P.Srinivasan, B.Janakiram, International Financial Management, Wiley India, New Delhi. 2011.
- 2. Clark, International Financial Management, Cengage, ND. 2017.
- 3. V.Sharan, International Financial Management, 3<sup>rd</sup> Edition, Prentice Hall of India. January 2010.
- 4. A.K.Seth, International Financial Management, Galgothia Publishing Company. January 2000.
- 5. P.G.Apte, International Financial Management, Tata McGrw Hill, 5<sup>rd</sup> Edition. 2009.
- 6. Bhalla, V.K., International Financial Management, 2<sup>nd</sup> Edition, New Delhi, Anmol, 2001.
- 7. V.A.Avadhani, International Financial Management, Himalaya Publishing House. Dec 2011.
- 8. Bhalla, V.K., Managing International Investment and Finance, New Delhi, Anmol, 1997.