

HSNC University Mumbai

**(Established by Government of Maharashtra vide notification dated 30th October, 2019
under section 3(6) of Maharashtra Public Universities Act)**



Ordinances and Regulations

With Respect to

Choice Based Credit System (CBCS)

For the Programmes

Under

The Faculty of Commerce & Management

With effect from the

Academic year 2020-21



HSNC UNIVERSITY, MUMBAI

Board of Studies in Faculties of Commerce & Management

Board of Studies in the Subject of Banking, Insurance and Financial Markets

1) Name of Chairperson/Co-Chairperson/Coordinator:-

- a) **Dr. Tasneem Razmi**, Chairperson, Assistant Professor- Accounting and Finance, HR College, HSNC University Churchgate, Mumbai –400 020. Email ID- tasneemrazmi@gmail.com Mobile no- 9820478500
- b) **Ms. Ritika Pathak**, Co- Chairperson, Assistant Professor and Head- Department of BAF/BBI/BFM/BMS, KC College, HSNC University Churchgate, Mumbai –400 020. Email ID- ritika.pathak@kccollege.edu.in, Mobile no- 9819690065.

2) Two to five teachers each having minimum five years teaching experience amongst the full time teachers of the Departments, in the relevant subject.

- a) **Dr Kulvinder Kaur**, Assistant Professor- KC College, HSNC University Churchgate, Mumbai – 400 020. Email ID kulvinderkaur.batth@kccollege.edu.in, Mobile No- 9833060902

- b) **CA Tanzila Khan**, Assistant Professor-KC College, HSNC University, Email Id: tanzila.khan@kccollege.edu.in, Mobile No- 9892151571
- c) **Ms. Bharti Jethani**, Assistant Professor- HR College, HSNC University, Churchgate, Mumbai –400 020 Email ID- bharti_jethani06@yahoo.co.in , Mobile No- 9665403944
- d) **Mr Manish Malkani** , Assistant Professor, HR College, HSNC University Churchgate, Mumbai –400 020 Email ID- manish_malkani@yahoo.com, Mobile No- 9820840241

3) One Professor / Associate Professor from other Universities or professor / Associate Professor from colleges managed by Parent Body;

- a) **Prof. Sundar Ram Korivi**, Professor, Senior Consultant, NIFM, Email ID- sundfina9@gmail.com, Mobile No- 9987296128

4) Four external experts from Industry / Research / eminent scholar in the field relevant to the subject nominated by the Parent Body;

- a) **Mr. Kunal Rambhia,**_ Fund Manager, The Streets, Mumbai, Email ID – kunal@thestreets.co.in Mobile no- 9820368847
- b) **Mr. Madhukar Pant**, National Head, IDFC First Bank, Mumbai, Email ID – pantmadhukar1@gmail.com Mobile no-9833368048
- c) **Dr Ajay Mittal**, Vice president research, training and development, SBI Funds, Mumbai, Email ID – ajay.mittal@sbif.com, Mobile no-9833112390

5.) Top rankers of the Final Year Graduate and Final Year Post Graduate examination of previous year of the concerned subject as invitee members for discussions on framing or revision of syllabus of that subject or group of subjects for one year.

- a) **Mr. Nizar Mesani**, Equity research analyst, Goldman Sachs, Email id- nizarmesani99@gmail.com , Mobile no- 9833988771
- b) **Ms. Hetanshi Kamdar** , Director , ACK Capital Management Pvt Ltd, Email ID- hetanshi.kamdar@gmail.com, Mobile no- 9833590983
- c) **Ms Mohini Mahadevia**, Proprietor, Solufin financial planners, Email ID- mohinimahadevia@gmail.com ,Mobile no- 983314032

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Ordinances and Regulations

With Respect to

Choice Based Credit System (CBCS)

For the

Programmes

Under

The Faculty of Arts & Commerce

With effect from the

The academic year 2020-21

Part I (Section A)

R. ** : The definitions of the key terms used in the Choice Based Credit System from the Academic Year 2020-2021 are as under:**

Outline of Choice Based Credit System as per University Grants Commission guidelines as under:

1. **Core Course:** A course, which should compulsorily be studied by a candidate as a core requirement is termed as a Core course.

2. **Elective Course:** Generally, a course which can be chosen from a pool of courses and which may be very specific or specialized or advanced or supportive to the discipline/subject of study or which provides an extended scope or which enables an exposure to some other discipline/subject/domain or nurtures the candidate's proficiency/skill is called an Elective Course.

2.1 **Discipline Specific Elective (DSE) Course:** Elective courses may be offered by the main discipline/subject of study is referred to as Discipline Specific Elective.

The University/Institute may also offer discipline related Elective courses of **interdisciplinary** nature (to be offered by main discipline/subject of study).

2.2 **Dissertation/Project:** An elective course designed to acquire Special/advanced knowledge, such as supplement study/support study to a project work, and a candidate studies such a course on his own with an advisory support by a teacher/faculty member is called dissertation/project. **A Project/Dissertation work would be of 6 credits.** A Project/Dissertation work may be given in lieu of a discipline specific elective paper.

2.3 **Generic Elective (GE) Course:** An elective course chosen generally from an unrelated discipline/subject, with an intention to seek exposure is called a Generic Elective.

A core course offered in a discipline/subject may be treated as an elective by other discipline/subject and vice versa and such electives may also be referred to as Generic Elective.

3. **Ability Enhancement Courses (AEC):** The Ability Enhancement (AE)

Courses may be of two kinds: Ability Enhancement Compulsory Courses (AECC) and Skill Enhancement Courses (SEC).

“AECC” courses are the courses based upon the content that leads to Knowledge enhancement; SEC courses are value-based and/or skill-based and are aimed at providing hands-on-training, competencies, skills, etc.

4. **Choice Base Credit System (CBCS):**

CBCS allows students to choose inter-disciplinary, intra-disciplinary courses, skill oriented papers (even from other disciplines according to their learning needs, interests and aptitude) and more flexibility for students.

5. Honours Program

To enhance employability and entrepreneurship abilities among the learners, through aligning Inter Disciplinary / Intra Disciplinary courses with Degree Program. Honours Program will have 40 additional credits to be undertaken by the learner across three years essentially in Inter / Intra Disciplinary course.

A learner who joins Regular Undergraduate Program can opt for Honours Program in the first year of the Program. However, the credits for Honours, though divided across three years can be completed within three years to become eligible for award of Honours Degree.

6. Program:

A Program is a set of courses that are linked together in an academically meaningful way and generally ends with the award of a Degree Certificate depending on the level of knowledge attained and the total duration of study of Undergraduate Programs.

7. Course:

A 'course' is essentially a constituent of a 'program' and may be conceived of as a composite of several learning topics taken from a certain knowledge domain, at a certain level. All the learning topics included in a course must necessarily have academic coherence, i.e. there must be a common thread linking the various components of a course. A number of linked courses considered together are in practice, a 'program'.

8. Bridge Course:

Bridge course is visualized as Pre semester preparation by the learner before commencement of regular lectures. For each semester the topics, whose knowledge is considered as essential for effective and seamless learning of topics of the Semester, will be specified. The Bridge Course can be conducted in online mode. The Online content can be created for the Bridge Course Topics.

9. Module and Unit:

A course which is generally an independent entity having its own separate identity, is also often referred to as a 'Module' in today's parlance, especially when we refer to a 'modular curricular structure'. A module may be studied in conjunction with other learning modules or studied independently. A topic within a course is treated as a Unit. Each course should have Units.

10. Self-Learning:

20% of the topics will be marked for Self-Learning. Topics for Self-Learning are to be learned independently by the student, in a time-bound manner, using online and offline resources including online lectures, videos, library, discussion forums, field work, internships etc.

Evaluative sessions (physical/online), equivalent to the credit allocation of the Self Learning topics, shall be conducted, preferably, every week for each course. Learners are to be evaluated real time

during evaluative sessions. The purpose of evaluative sessions is to assess the level of the students' learning achieved in the topics earmarked for Self-Learning.

The teacher's role in these evaluative sessions will be that of a Moderator and Mentor, who will guide and navigate the discussions in the sessions, and offer concluding remarks, with proper reasoning on the aspects which may have been missed by the students, in the course of the Self-Learning process.

The modes to evaluate self-learning can be a combination of the various methods such as written reports, hand-outs with gaps and MCQs, objective tests, case studies and Peer learning. Groups can be formed to present self-learning topics to peer groups, followed by Question and Answer sessions and open discussion. The marking scheme for Self Learning has been defined under Examination and Teaching.

The topics stipulated for self-learning can be increased or reduced as per the recommendations of the Board of Studies and Academic Council from time to time. All decisions regarding evaluation need to be taken and communicated to the stakeholders preferably before the commencement of a semester. Some exceptions may be made in exigencies, like the current situation arising from the lockdown, but such ad hoc decisions are to be kept to the minimum possible.

11. Credit Point:

Credit Point refers to the 'Workload' of a learner and is an index of the number of learning hours deemed for a certain segment of learning. These learning hours may include a variety of learning activities like reading, reflecting, discussing, attending lectures / counselling sessions, watching especially prepared videos, writing assignments, preparing for examinations, etc. Credits assigned for a single course always pay attention to how many hours it would take for a learner to complete a single course successfully. A single course should have, by and large a course may be assigned anywhere between 1 to 4 credit points wherein 1 credit is construed as corresponding to approximately 12 to 15 hours.

12. Credit Completion and Credit Accumulation:

Credit acquisition and Credit completion shall be considered to take place after the learner has successfully cleared all the evaluation criteria with respect to a single course. Thus, a learner who successfully completes required CP (Credit Point) course may be considered to have collected or acquired total credits. Learner level of performance above the minimum prescribed level (viz. grades / marks obtained) has no bearing on the number of credits collected or acquired. A learner keeps on adding more and more credits as he completes successfully more and more courses. Thus the learner 'accumulates' course wise credits.

13. Credit Bank:

A Credit Bank refers to stored and dynamically updated information regarding the number of Credits obtained by any given learner along with details regarding the course/s for which Credit has been given, the course-level, nature, etc. In addition, all the information regarding the number of Credits transferred to different programs or credit exemptions given may also be stored with the individual's history.

14. Credit Transfer:

(performance transfer) When a learner successfully completes a program, he/she is allowed to transfer his/her past performance to another academic program having some common courses and Performance transfer is said to have taken place.

15. Course Exemption:

Occasionally, when two academic programs offered by a single university or by more than one university, may have some common or equivalent course-content, the learner who has already completed one of these academic programs is allowed to skip these 'equivalent' courses while registering for the new program. The Learner is 'exempted' from 'relearning' the common or equivalent content area and from re-appearing for the concerned examinations. It is thus taken for granted that the learner has already collected in the past the credits corresponding to the exempted courses.



HSNC University, Mumbai

(2020-2021)

Ordinances and Regulations

With Respect to

Choice Based Credit System

(CBCS)

For the Programmes Under

The Faculty of Commerce and Management

For the programme

Masters of Commerce (Banking and Finance)

Curriculum– First Year Postgraduate Programmes

Semester-I and Semester -II

INDEX

M.Com in Banking and Finance- Part 1

Subjects

Semester 1	Semester 2
Commercial Bank Management Financial services	Financial Markets
Financial services	Research Methodology
International Economics	E commerce
Business Ethics and CSR	Strategic Management

Part 1 - Preamble

The M.Com in Banking and Finance- program is started with an aim to make the students employable and impart industry-oriented training. The tremendous expansion in the field of banking and financial sector over the last two decades has made the BFSI an emerging field in the world and hence, an interesting, upcoming and lucrative career path. The course is a comprehensive three year graduate program that is fabricated to cater to a vast and growing requirement of professionals in banking and finance. It is a perfectly designed course for all those young bankers and aspiring finance professionals.

India is fast emerging as an International Financial Centre and this is creating an opportunity for a large number of finance professionals. At the same time, the financial markets are changing swiftly. The rapid pace of financial innovation has changed the landscape of the financial sector. Increasing industrialisation, changes in global economy, increase in entry of multinational companies into the country and expansion of service sector in the national economy have resulted in an increased demand for Commerce trained professionals. Due to continued policies of liberalisation, national and multinational corporate enterprises are coming out with a specific demand for Finance and Banking with allied functions for which they are looking for Masters in Commerce. Increasing job prospects in finance and banking related sectors, has made this course the front-runner among all other. The emerging global scenario necessitates organisations to look for capable professionals in Finance and Banking, competent in responding to the market with the capacity to analyse the complex problems and make effective business decisions.

Whether one works as an executive or at entry level, the work environment now demands broadened mindsets and qualifications for diverse positions. The changing workforce, recent economic downturn and changing demographics are all contributors to this paradigm shift. Technical and specialized skills, honed to an art today, may indeed become obsolete in the near future.

Furthermore, traditional degrees become outdated and even irrelevant in the modern workforce. The new curriculum of Masters of commerce in Banking and Finance offer students' core papers that help build their foundation in the area of finance. The choice of electives and skill enhancement courses enable students to pursue an area of their interest in the field of banking and finance.

To comply with the education policy of Government of India, the syllabus includes Online Courses (OLC) which is available on NPTEL or SWAYAM portals under MOOCS programme being developed by MHRD. The online courses would inculcate the habit of self-study at their own pace by the students and also acclimatize them to future technologies of learning processes.

The contents of each course have been carefully designed to prepare students with knowledge and skill sets that will not only make them industry ready but also foster entrepreneurial and innovative thinking. A specialized degree does just that, in addition to preparing the student for continued growth and life-long learning. It is with this objective in mind that this course is introduced which encompasses a shift from general education to professional education.

Programme Objectives

The objective of this Programme is to provide a systematic and rigorous learning and exposure to Banking and Finance related disciplines. The main objective of this Programme is to train the student to develop conceptual, applied and research skills as well as competencies required for effective problem solving and right decision making in routine and special activities relevant to financial management and Banking Transactions of a business.

The specific objectives of the M.Com. Programme are to:

- Impart the students with higher level knowledge and understanding of contemporary trends in commerce and business finance
- Prepare the students to apply Statistical methods and proficient use of tools for modeling and analysis of business data
- Prepare students to appraise the structure and operations of banking system
- Prepare the students for an in depth analysis of investment, portfolio management and investment banking
- Develop competency in the students about the laws and regulations, and roles of commercial, government and central banks in controlling money market and inflation
- Impart the students the concept of risk mitigation in financial sectors and their role in investment decisions of individuals and business enterprises
- Provide guidance to students to plan and undertake independent research in a chosen discipline
- Train the students on teamwork, lifelong learning and continuous professional development
- Develop an in-depth knowledge, understanding and skills in Financial Markets.
- To develop essential skill set to cater to various positions in the financial sector.

- To inculcate the knowledge and skills in the students to make them job ready and hold good profile in the financial services sector
- Build a strong foundation of knowledge in different areas through a combination of theoretical and practical study

1. Course objective:

SEMESTER I

a) Commercial Bank Management PG-FBF-101

- To make students aware of commercial banks, rural banks in India and understand the types of banking customers - retail, corporate, international and rural.
- To make students aware of RBI policies and guidelines in respect of the non performing assets and to understand their classification
- To know the SLR and CRR requirements for banks and banks investment policies
- To study new age trends in banking sector like digitalisation, internet banking, etc
- Managing the Human Resource in banking sectors- selection, training of its employees
- To make students ready to take up jobs in banking sector.

b) Financial Services PG-FBF-102

- To teach students about various financial services its evolution and growth and emerging trends in financial services
- To understand the role of RBI, SEBI, FEMA and its regulatory framework
- To make students aware of various financial products
- To introduce to students mutual funds, its advantages, accounting and valuation
- To learn about the Meaning, objectives and roles of portfolio managers
- To introduce to students concepts of hire purchase, leasing and consumer finance
- To make students ready for jobs in financial service industry

c) International Economics, PG-FBF-103

- To provide learners with a basic understanding of the principles of International economics and to apply this knowledge to understanding of international trade.

- To analyze relevant economic concepts and economic models which inform the study of international economics.
- To acquaint the learners with recent developments and trends in the world economics

d) Business Ethics & Corporate Social Responsibility, PG-FBF-104

- To make the learners realize why they value what they value.
- To make them aware on ethical issues and thinking and feeling frameworks.
- To enhance awareness and build confidence in ethical decision making
- To familiarize the learners with the concept and relevance of Business Ethics in the modern era
- To enable learners to understand the scope and complexity of Corporate Social responsibility in the global and Indian context

SEMESTER II

a) Financial Markets, PG FBF 201

- To make students aware of Indian financial system, growth of the sector, its relation with economic development of the country
- Introducing to students Capital markets in India , Markets for new issue of equity and debt securities
- To make students aware of various bodies like RBI, SEBI, FEDAI, and to study recent developments in money market
- To study the various instruments of money market like promissory notes , commercial papers and certificate of deposits
- To make students aware about derivatives and its kind, changes in international financial markets and also various challenges in financial markets
- To make students ready to take up jobs In Financial markets sector

b) Research Methodology, PG FBF 202

- To provide learners with a comprehensive understanding of all aspects of research.

- To provide learners with a guide to conduct research in a systematic manner, solve problems and analyze data and results.
- To develop learners skill to handle qualitative and quantitative research.
- To empower the students with the skills in writing and presenting research proposals and reports in tune with globally accepted standards.

c) E-Commerce, PG FBF 203

- To develop understanding of E-business that can help learner to build their own E-business in India.
- To have an explanatory context considered the developing field of E-Commerce in today's competitive environment.
- To make learners aware of existing problems and concerns in E-commerce.
- To build the awareness of learners towards different businesses models.
- To develop better understanding of the web-based Commerce.
- To provide an overview on various issues of legal and regulatory framework and other environmental challenges related to E-commerce

d) Strategic Management, PG-FBF-204

- To enable the learners to understand new forms of Strategic Management concepts and their use in business
- To provide information pertaining to Business, Corporate and Global Reforms.
- To develop learning and analytical skills of the learners to enable them to solve cases and to provide strategic solutions
- To acquaint the learners with recent developments and trends in the business corporate world.

Process adopted for curriculum designing:

The members of the respective departments initially developed a draft syllabus after research on the existing curriculum from other Universities, studying the current needs of the industry, analyzing the new trends in the subjects and even connecting to some NGOs in few subjects. The drafted syllabus was then shown to academicians, experts from industry and researchers through emails and their inputs were gathered through meetings. These valuable inputs were incorporated into the syllabus ensuring that the syllabus is enriched in all aspects.

Salient features, how it has been made more relevant

While designing of the syllabus, care has been taken to ensure that the student learns application skills along with theory. Demonstrations of the practical applications shall be conducted through special lectures and workshops that will contribute to enhanced learning. A combination of lectures, problem solving through case study sessions all contribute to make a student job ready.

This course is a full time course. The duration of the course shall be four semesters spread over two years.

- It shall consist of 14 modules of 100 marks each & 2 projects of 100 marks each.
- Mcom in Banking and Finance is the perfect undergraduate program for students planning to pursue careers in banking and finance sector.
- Projects, case studies, presentations ensure a good blend of theory and practical in the course.
- Additional benefit/option of the program is a chance to pursue higher studies with Colleges/ Universities abroad as part of the various linkages the University has.
- The department also conducts various seminars and workshops by Banking and finance professionals and Corporates to make the students well-versed in current job environment and contemporary issues

Learning Outcomes:

SEMESTER I

Commercial Bank Management PC-FBF-101

- The students will understand the role and functions of commercial banks
- The students will know the principles of sound bank lending and credit rating and credit monitoring policies followed by banks
- The students will learn about the importance of human resource management in banks
- The students will learn about the evolving trends in modern banking and concepts related to financial inclusion

Financial Services, PG-FBF-102

- Students will be able to describe the general structure of Financial System and development of financial markets in India
- The knowledge gained will help students understand the development and growth of capital markets in India
- The learners will understand the structure of money markets and the various money market instruments
- Students will understand the emerging trends and challenges in global financial markets.

International Economics, PG-FBF-103

- The students will be acquainted with economic concepts and models of International trade
- Students will become aware about international trade bloc and their importance.
- To provide an insight into a broad range of economic aspects of the European Union.
- To allow students to have better understanding of the regional trade regimes
- Critically comment on and participate in current debates on international economic policy.

Business Ethics & Corporate Social Responsibility, PG-FBF-104

- Identify and address common ethical issues that arise for individuals, managers, and organizations.
- Engage in logically sound discussion about moral dilemmas using the language of business ethics.
- Explain how organizational and cultural variables can influence ethical conduct.
- Identify key organizational tools, policies, systems, and laws that apply to managing ethical conduct specifically in the business environment.
- Demonstrate a multi-stakeholder perspective in viewing CSR issues
- Compare and contrast the multiple viewpoints and tradeoffs that exist in the area of CSR.

SEMESTER II

Financial Markets, PG FBF 201

- Students will understand the Meaning of Financial Services and Types of Financial Services including their Significance in India
- The students will know about the various Categories of Financial Products and understand the Marketing Mix for Financial Services.
- The students will understand the Mutual fund Industry in India , its Different Schemes and valuation method.
- The students will learn to evaluate the Strategies for portfolio management.
- Learners will be aware about the financial system prevalent in the world.
- Learners will be able to understand the various financial instruments across capital, money, forex, commodity & derivative markets.
- Learners will understand the financial regulators & their roles in the financial sector

E-Commerce, PG-FBF-202

- The students will have insights to the fundamental concept of e-commerce and the importance of e-commerce in today's business environment.
- The students can benefit from their own e-commerce website, where they can sell their own products or services.
- Students can learn e-commerce as a flexible solution for both businesses and buyers.
- Students will be made aware of existing problems and concerns in E-commerce.
- Students will build the awareness towards different businesses models
- Students will receive an overview on various issues of legal and regulatory framework and other environmental challenges related to E-commerce

Research Methodology, PG-FBF-203

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- Learners are expected to demonstrate an understanding of research methodologies.
- Identify the overall process of designing a research study from its inception to the report stage.
- Imbibe data collection, analysis, interpretation and presentation skills at par with globally accepted standards.
- It provides a solid foundation for development of rational problem solving skills and analytical thinking that can last throughout their education and subsequent professional careers.

Strategic Management, PG-FBF -204

- To expose students to various perspectives and concepts in the field of Strategic Management
- The course would enable the students to understand the principles of strategy formulation, implementation and control in organizations.

- To help students develop skills for applying these concepts to the solution of business problems
- To help students master the analytical tools of strategic management

Input from stakeholders

For drafting the syllabus, each department has taken inputs from industry experts, parents and notable alumni. The stakeholders have been impressed with the inclusion of e-learning options for the learners provided in the syllabus. For more advanced related topics, there can be sharing of video lectures and seminars, workshops, short term courses could be organized.

Part 2- The Scheme of Teaching and Examination is as under:

Semester – I Summary

Sr. No.	Choice Based Credit System	Subject Code	Remarks
1	CORE Course	PG-FBF-101	Commercial Bank Management
		PG-FBF-102	Financial Services
		PG-FBF-103	International Economics
		PG-FBF-104	Business Ethics and CSR

First Year Semester I Internal And External Detail Scheme

Sr. No.	Subject Code	Subject Title	Periods Per Week	Total Marks
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			U nit s	SL	L	T	P	Credits	S L E	RP	VV	SE E	Total	
1	PG- FBF- 101	Commercial Bank Management	4	20 %*	4	0	0	6	1 0	20	10	60	100	
2	PG- FBF- 102	Financial Services	4	20 %*	4	0	0	6	1 0	20	10	60	100	
3	PG- FBF- 103	International Economics	4	20 %*	4	0	0	6	1 0	20	10	60	100	
4	PG- FBF- 104	Business Ethics &Corporate Social Responsibility		20 %*	4	0	0	6	1 0	20	10	60	100	
Total Hours / Credit								24						400

L: Lecture: Tutorials P: Practical Ct-Core Theory, Cp-Core Practical, SLE- Self learning evaluation
CT-Commutative Test, SEE- Semester End Examination , TA-Teacher Assessment, AP- Active
Participation

First Year Semester – I Units – Topics – Teaching Hours

Sr. No	Subject Code	Subject Unit Title		Lect ures	Total No. of lectures	Cre dits	Total Marks
1	PG-FBM-101	I	Commercial Bank Management	15	60	6	100 (60+40)
		II	Foundation of Individual Behaviour	15			
		III	Group Dynamics and Behaviour	15			
		IV	Recent trends in Organization	15			
2	PG-FBF-102	I	Evolution of Financial Services	15	60	6	100 (60+40)
		II	Marketing of Financial Services	15			
		III	Mutual D=Funds and Merchant Banking	15			
		IV	Portfolio Management and Other Financial Services	15			
3	PG-FBF-103	I	Introduction to Business Ethics	15	60	6	100 (60+40)
		II	Indian Ethical Practices and Corporate Governance	15			
		III	Introduction to Corporate Social Responsibility	15			
		IV	Areas of CSR and CSR Policy	15			
3	PG-FBF-104	I	Foundations of Digital Marketing	15	60	6	100 (60+40)
		II	Customer Retention and measuring success through data analytics	15			
		III	Enabling technologies for online marketing and Digital transformation	15			
		IV	Digital Channel Management and Reaching out to customers	15			
4	PG-FBF-105	I	Commercial Policy	15	60	6	100 (60+40)
		II	Economics of Integration	15			
		III	Global Trade	15			
		IV	International Factor Movement	15			
			Total			24	400

Lecture Duration – 48 Minutes

60 lectures per subject equivalent to 48 hours per subject Credit =16 hours

Part 3- Detail Scheme Theory

Course Code: PG-FBF-101

Commercial Bank Management

Unit	Content	No. of Lectures
1	Overview of Commercial Banking in India 1.1 Overview of Commercial Banking in India - Role and Functions of Commercial Banks, Introduction to Bank Management, Management of Banks in Rural Areas. 1.2 Customer Relationship Management in Banks - Meaning and Objectives of CRM in banks, Strategies for Expanding Customer Base, Banking Ombudsman Scheme, Customer Retention , Handling Customer Grievances 1.3 Services to Different Categories of Customers - Retail, Corporate, International and Rural.	15
2	Credit Management in Banks 2.1 Credit Management in Banks – Principles of Sound Bank Lending, Loan Policy, Compliance with RBI guidelines, Credit Appraisal and Credit Decision Making, Monitoring and Review of Loan Portfolio, Management of Non-Performing Assets (NPAs), Classification of NPAs, Debt Restructuring- SARFAESI Act, 2002. 2.2 Bank's Investment Policy – SLR Requirements & Non-SLR Investments, Nature and Significance of Investment Management in Commercial Banks, Fundamental Principles of Security Investment, Management of Security Investment, Reviewing Investment Portfolio and Organization of Investment Function in Bank	15
3	Human Resource Management in Banks 3.1 Importance of HRM in Banks, Policies relating to Human Resource Development in India, Selection, Training, Pay Structure in Public Sector Banks and Private Sector Banks ,	15

4	<p>3.2 Workers Participation in Management, Motivations and Morals, Performance Evaluation, Promotion, Transfer Policy and VRS schemes in Public Sector Banks</p> <p>Evolving Trends in Modern Banking</p> <p>4.1 Internet Banking, Mobile Banking, EFT services, Outsourcing of Non-core Services, Mergers and Acquisitions in Banking Sector.</p> <p>4,2 Financial Inclusion – Need and Importance of Financial Inclusion, Micro Credit SHGs, RBI Guidelines for Micro Credit, Portfolio Securitization, SHG-2, NRLM and SRLM, Priority Sector and its Classification.</p>	15
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Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1.1	Functions of Commercial Banking
2	2.2	Bank's Investment Policy – SLR Requirements

Self-learning portals

https://onlinecourses.nptel.ac.in/noc21_mg15/preview

https://onlinecourses.swayam2.ac.in/imb21_mg19/preview

Evaluation Pattern

For 40 Marks

Students will be evaluated on the basis of 60 marks term end exam for which the paper pattern is provided at the end and 40 marks internal assessment which is as follows:

Research Project	20 Marks
Viva voce	10 Marks
Self-Learning Evaluation	10 Marks

For 60 Marks

Semester End Examination

Marks: 60 Time 2 hours

Question Paper Pattern

N. B. 1. All questions are Compulsory.

2. All questions carry equal marks.

Q. 1 Answer any Two of the following (out of Three) From Module – I Marks – 15

Q. 2 Answer any Two of the following (out of Three) From Module – II Marks – 15

Q. 3 Answer any Two of the following (out of Three) From Module – III Marks – 15

Q. 4 Answer any Two of the following (out of Three) From Module – IV Marks – 15

Reference Books:

1. Commercial bank management - Vinay Dutta, Kanhaiya Singh
2. Modern Commercial Banking - H.R.Machiraju
3. Commercial Banking in India- R Vasanthgopal
4. Commercial banking: The management of risk by Gup, Benton E., and Kolari, James W., John Wiley & Sons Incorporated, 2005.
5. Bank management & financial services by Rose, P. S., & Hudgins, S. C., McGraw-Hill Education, 2008.
6. Management of Banking, 6e. by MacDonald, Scott. S., & Koch, Timonhy. W, Thomson, 2007.

Course Code: PG-FBF-102

FINANCIAL SERVICES

Unit	Content	No. of Lectures
1	<p>Evolution of Financial Services</p> <p>A) Evolution of Financial Services - Meaning of Financial Services, Types of Financial Services, Fund based and Non-fund based , Significance of Financial Services , Growth of Financial Services in India , Emerging Trends in Financial Services and constraints in growth of financial services.</p> <p>B) Regulatory Framework for Financial Services – Role of RBI, Role of SEBI , Provisions of Companies Act , Role of FEMA and Ethical issues in the Marketing of Financial services.</p>	15
2	<p>Marketing of Financial Services</p> <p>A) Categories of Financial Products – Insurance, Banks, Stocks, Mutual Funds, Pension Plans, other Savings Products, Financial Services Marketing Environment – Micro and Macro Environmental Forces , Marketing Mix for Financial Services, Promotional Strategies, Customer Relations and Servicing.</p> <p>B) Treasury Management – Structure and Organization, Functions and Responsibilities of a Treasurer, Cost Centre, Profit Centre, Integrated Treasury, Treasury and Asset Liability Management, Liquidity Management: CRR/CCIL/RTGS and Types of Exposure and Elimination of Exposure</p>	15
3	<p>Mutual Funds and Merchant Banking</p> <p>A) Mutual Funds Concept – History of Mutual fund Industry in India , Advantages Different Scheme, Fund Accounting and Valuation (Practical Problems on Mutual Fund)</p> <p>B) UTI: Objective, Functions, Regulation, Performance Measurement and Evaluation of Mutual Fund Schemes, Unit holder’s Protection. C) Merchant Banking – Facets of Merchant Banking, Functions, Legal and Regulatory Frameworks, Relevant Provisions of Companies Act , SEBI Guidelines, Role in Issue Management, Appraisal of Projects, Designing Capital Structure and Instruments and Issue Pricing</p>	15

4	Portfolio Management and Other Financial Services A) Portfolio Management Services - Meaning, Importance, Objectives, Strategies, Types of Strategies – Passive & Active Strategies, Role of Portfolio Managers. B) Other Financial Services – Leasing and Hire Purchase, Factoring and Forfaiting, Consumer Finance, Securitization, Venture Capital, Loan Syndication, Custodial and Depository Services, Credit rating	15
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Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	4	Factoring and Forfaiting

Self-learning portals

https://onlinecourses.swayam2.ac.in/arp20_ap24/preview

Evaluation Pattern

For 40 Marks

Students will be evaluated on the basis of 60 marks term end exam for which the paper pattern is provided at the end and 40 marks internal assessment which is as follows:

Research Project	20 Marks
Viva voce	10 Marks
Self-Learning Evaluation	10 Marks

For 60 Marks

Semester End Examination

Marks: 60 Time 2 hours

Question Paper Pattern

N. B. 1. All questions are Compulsory.

2. All questions carry equal marks.

Q. 1 Answer any Two of the following (out of Three) From Module – I Marks – 15

Q. 2 Answer any Two of the following (out of Three) From Module – II Marks – 15

Q. 3 Answer any Two of the following (out of Three) From Module – III Marks – 15

Q. 4 Answer any Two of the following (out of Three) From Module – IV Marks – 15

Reference Books

1. Financial Services, 1st Edition by Siddaiah, PEARSON INDIA, 2011
2. Financial Services, Dr. Nachiket M. Vechalekar, Mrs. Rekha V. Kankariya
- 3 Financial Services and Systems and 2nd edition, S Gurusamy, 2009
4. Financial Services , Khan, tata McGraw-Hill Education
5. Common Sense of Mutual Funds , John C. Bogle
6. Mutual Fund For Dummies, Eric Tyson
7. Treasury Management: The Practitioner's Guide , 2010

Course Code: PG-FBF-102

International Economics

Units	Contents	No. of lectures
1	Commercial Policy 1.1 Tariff and Non-tariff barriers, 1.2 Miscellaneous Protection Techniques - Dumping, Subsidies, Cartels and Commodity Agreements. 1.3 Nationalist policy and the Government (such as the Atmanirbhar policy of the Government) 1.4 Current protection policies adopted by countries	15
2	Economics of Integration 21 Types of integration (EU, NAFTA, APEC, ASEAN, and SAARC): Achievements and Future prospects, 22 Impact of BREXIT on the Indian Economy 23 Regionalism Vs. Multilateralism	15
3	Global Trade 3.1 Recent Trends in Global Trade - Contentious issues - Agriculture and Market Access 3.2 Trade and Environmental issues 3.3 Dispute Settlement Mechanism 3.4 Trade wars (example, between USA and China) 3.5 Global supply chains post COVID 3.6 Impact of digital trade 3.7 Impact of political forces on trade	15
4	International Factor Movement 4.1 Movement of labour between countries 4.2 Trends in Migration 4.3 International capital movements 4.4 Role and impact of foreign capital, Types and factors, Role of MNCs 4.5 Changing role of the IMF in the emerging international scenario, change in labour and capital movement during and post covid	15

Self-Learning:

1.1 Tariff and Non-tariff barriers
3.5 Changes in trade policies during and post covid

Online Resources:

https://nptel.ac.in/courses/110/105/110105075/
http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_pg.php/720
https://nptel.ac.in/courses/110/105/110105075/

Evaluation Pattern

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Students will be evaluated on the basis of 60 marks term end exam for which the paper pattern is provided at the end and 40 marks internal assessment which is as follows:

Research Project	20 Marks
Viva voce	10 Marks
Self-Learning Evaluation	10 Marks

For 60 Marks

Semester End Examination

Marks: 60 Time 2 hours

Question Paper Pattern

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Q. 1 Answer any Two of the following (out of Three) From Module – I Marks – 15

Q. 2 Answer any Two of the following (out of Three) From Module – II Marks – 15

Q. 3 Answer any Two of the following (out of Three) From Module – III Marks – 15

Q. 4 Answer any Two of the following (out of Three) From Module – IV Marks – 15

Reference Books

1. Changing Patterns of Global Trade, INTERNATIONAL MONETARY FUND: Prepared by the Strategy, Policy, and Review Department, 15, 2011.
2. Doha and Beyond: The Future of the Multilateral Trading System Author: Mike Moore (Ed.)Publisher: Cambridge University Press, 2004.
3. Economic Geography: The Integration of Regions and Nations Author: Pierre-Philippe Combes, Thierry Mayer, Jacques-Francois Thisse Publisher: Princeton University Press, 2008.
4. EU Trade Strategies : Regionalism and Globalism Author: Vinod K. Aggarwal Publisher: Palgrave Macmillan, 2004.
5. Introduction to International Economics (2011): Dominick Salvatore Publisher: John Wiley & Sons,
6. International Economics: Theory and Policy (9th Edition) [Hardcover] Paul R. Krugman (Author),Maurice Obstfeld , Pearson Education, 2008.
7. International Economics, Robert C. Foenstra & Alan M. Taylor, Wath Publishers, USA.
8. Labour Movement: How Migration Regulates Labor Markets Author: HaraldBauder Publisher: Oxford University Press Inc, USA, 2006.
9. Labour Movement: How Migration Regulates Labor Markets Author: Harald Bauder Publisher: Oxford University Press Inc, USA, 2006.
10. Macroeconomics 8/e [Hardcover] Rudiger Dornbusch(Author), Stanley Fischer(Author), Startz(Author),Richard Startz(Editor)
11. Mithani &Jhingan, International Economics, S.Chand& Co.
12. Peter Kenen: The International Economy, (4ed.) Cambridge University Press, 2000.
13. Bo Sodersten, International Economics.

Course Code: PG-FBF-103

Units	Contents	No. of lectures
1	<p>Introduction to Business Ethics</p> <p>1.1 Business Ethics – Concept, Characteristics, Importance and Need for business ethics. Indian Ethos, Ethics and Values, Work Ethos,</p> <p>1.2 Sources of Ethics, Concept of Corporate Ethics, code of Ethics-Guidelines for developing code of ethics, Ethics Management Programme, Ethics Committee.</p> <p>1.3 Various approaches to Business Ethics - Theories of Ethics-Friedman’s Economic theory, Kant’s Deontological theory, Mill & Bentham’s Utilitarianism theory</p> <p>1.4 Gandhian Approach in Management and Trusteeship, Importance and relevance of trusteeship principle in Modern Business, Gandhi’s Doctrine of Satya and Ahimsa</p> <p>1.5 Ethical Dilemma and Decision Making, Emotional Intelligence</p> <p>1.6 Global Challenges in Business Ethics</p>	15
2	<p>Indian Ethical Practices and Corporate Governance</p> <p>21 Ethics in Marketing and Advertising, Human Resources Management, Finance and Accounting, Production, Information Technology, Copyrights and Patents</p> <p>22 Corporate Governance: Concept, Importance, Evolution of Corporate Governance, Principles of Corporate Governance,</p> <p>23 Regulatory Framework of Corporate Governance in India, SEBI Guidelines and clause 49, Audit Committee, Role of Independent Directors, Protection of Stake Holders, Changing roles of corporate Boards , Whistle Blowing, Related Party Transactions.</p> <p>24 Elements of Good Corporate Governance, Failure of Corporate Governance and its consequences.</p>	15
3	<p>Introduction to Corporate Social Responsibility</p> <p>3.1 Corporate Social Responsibility: Concept, Scope & Relevance and Importance of CSR in Contemporary Society.</p> <p>3.2 Corporate philanthropy, Models for Implementation of CSR, Drivers of CSR, Prestigious awards for CSR in India.</p> <p>3.3 CSR and Indian Corporations- Legal Provisions and Specification on CSR, A Score Card, Future of CSR in India.</p> <p>3.4 Role of NGO’s and International Agencies in CSR, Integrating CSR into Business</p>	15
4	Areas of CSR and CSR Policy	15

	<p>41 CSR towards Stakeholders-- Shareholders, Creditors and Financial Institutions, Government, Consumers, Employees and Workers, Local Community and Society.</p> <p>42 CSR and environmental concerns.</p> <p>43 Designing CSR Policy- Factors influencing CSR Policy, Role of HR Professionals in CSR</p> <p>44 Global Recognitions of CSR- ISO- 14000-SA 8000 – AA 1000 – Codes formulated by UN Global Compact – UNDP, Global Reporting Initiative; major codes on CSR.</p> <p>45 CSR and Sustainable Development</p> <p>46 CSR through Triple Bottom Line in Business</p> <p>47 CSR Committee, its roles and functions in listed companies.</p>	
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Self-Learning : -

1.6 Global Challenges in Business Ethics
3.4 Integrating CSR into Business
4.5 CSR and Sustainability

Online Resources

<p>https://www.coursera.org/specializations/global-challenges-business</p> <p>https://www.coursera.org/learn/wharton-social-impact</p> <p>https://www.coursera.org/learn/responsible-management</p>
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Evaluation Pattern

For 40 Marks

Students will be evaluated on the basis of 60 marks term end exam for which the paper pattern is provided at the end and 40 marks internal assessment which is as follows:

Research Project	20 Marks
Viva voce	10 Marks
Self-Learning Evaluation	10 Marks

For 60 Marks

Semester End Examination

Marks: 60 Time 2 hours

Question Paper Pattern

N. B. 1. All questions are Compulsory.

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Q. 1 Answer any Two of the following (out of Three) From Module – I Marks – 15

Q. 2 Answer any Two of the following (out of Three) From Module – II Marks – 15

Q. 3 Answer any Two of the following (out of Three) From Module – III Marks – 15

Q. 4 Answer any Two of the following (out of Three) From Module – IV Marks – 15

Reference Books

1. Subramanian, R. (2013). Professional Ethics. Oxford Higher Education.
2. Bhatia S.K. (2002). Business Ethics, New Delhi: Deep and Deep Publications.
3. Valesquez (2004). Business Ethics: Concepts and Cases, New Delhi: PHI
4. Crane, Andrew and Matten, Dirk. (2007). Business Ethics. New Delhi: Oxford University Press
5. Mallin, Christine A. Corporate Governance (Indian Edition) Oxford University press. New Delhi
6. Philip Kotler and Nancy Lee, CSR : doing the most good for Company and your cause , Wiley 2005
7. Crane, A. Et al., (2008), The Oxford handbook of Corporate Social Responsibility, New York: Oxford University Press Inc.
8. Sharma J.P. Corporate Governance and Social Responsibility of business, Ane Books Pvt Ltd, New Delhi
9. R.C. Sekhar, Ethical choices in Business, Sage Publications, New Delhi

Part 4- The Scheme of Teaching and Examinations

Semester – II Summary

Sr. No.	Choice Based Credit System	Subject Code	Remarks
1	CORE Course	PC-FBF-201	Financial markets
		PC-FBF-202	Research methodology
		PC-FBF-203	E-Commerce
		PC-FBF-204	Strategic management

First year semester II Internal and External Detailed Scheme

Sr. No.	Subject Code	Subject Title	Periods Per Week						Total Marks				
			Units	SL	L	T	P	Credits	SLE	RP	VV	SEE	Total
1	PG-FBM-201	Financial Markets	4	20%*	4	0	0	6	10	20	10	60	100
2	PG-FBM-202	Research Methodology	4	20%*	4	0	0	6	10	20	10	60	100
3	PG-FBM-203	E-Commerce	4	20%*	4	0	0	6	10	20	10	60	100
4	PG-FBM-204	Strategic Management		20%*	4	0	0	6	10	20	10	60	100
Total Hours / Credit								24					400

*** Three hours per week to be taken for CONTINUOUS self-learning Evaluation.**

L: Lecture: Tutorials P: Practical Ct-Core Theory, Cp-Core Practical, SLE- Self learning evaluation
 CT-Commutative Test, SEE- Semester End Examination , TA-Teacher Assessment, AP- Active Participation

First Year Semester – II- Units – Topics – Teaching Hours

S.N	Subject Code	Subject Unit Title		Lectures	Total lectures	Credit	Total Marks
1	PG-FBF-201	I	Introduction to Financial System	15	60	3	100 (60+40)
		II	Overview of Capital Market	15			
		III	Overview of Money Market	15			
		IV	Overview of Derivatives Market	15			
2	PG-FBF-202	I	Introduction to Research	15	60	3	100 (60+40)
		II	Research Process	15			
		III	Data Collection and organization	15			
		IV	Research Reporting and Modern Practices in Research	15			
3	PG-FBF-203	I	Introduction to Electronic Commerce – Evolution and Models	15	60	3	100 (60+40)
		II	World Wide Web and E-enterprise	15			
		III	Marketing and Electronic Payment System	15			
		IV	Legal and Regulatory Environment and Security issues of E-commerce	15			
4	PG-FBF-204	I	Introduction to Strategic Management	15	60	3	100 (60+40)
		II	Strategy Formulation, Implementation and Evaluation	15			
		III	Business, Corporate and Global Strategies	15			
		IV	Emerging Strategic Trends	15			
			Total			20	700

- **Lecture Duration – 48 Minutes (60 Lectures equivalent to 48 hours) One Credit =16 hours**

Part 5 - Detail scheme

COURSE CODE: PG-FBF-201 Financial markets

Unit	Content	No. of Lectures
1	<p>Introduction to Financial System</p> <p>1.1 An Overview of Financial System - Structure of Indian financial system, the nature and role of financial system, Relationship between financial system and economic development, Constituents of Financial System – Primary and Secondary, Development of Financial Markets in India, Components of financial system.</p> <p>1.2 Theories –Prior savings theory, Credit creation theory, Theory of post savings, Financial regulation theory, Financial liberalization theory.</p>	15
2	<p>Overview of Capital Market</p> <p>2.1 Introduction to Capital Market - Structure and Growth of the Indian Capital Market, Indian Capital Market Forms - Industrial Securities , New Issue markets and Old Issue markets- Introduction, Features, Types and Government Securities (Gilt-edged market)- Introduction, Features, and Types</p> <p>2.2 Ownership Securities – Equity Shares, Preference Shares, No-par stock- (Introduction, Features and Types)</p> <p>2.3 Creditorship Securities – Debentures –Introduction, Features, and Types</p>	15
3	<p>Overview of Money Market</p> <p>3.1 Money market- Meaning, Features, Structure of money market, Regulatory framework,- RBI/FIMMDA/FEDAI, Disadvantages of Money market, Characteristics and Features of developed money market, Recent development in money markets-DFHI, STCI</p> <p>3.2 Money Market Instruments-T Bills, Money at short and call notice, Commercial bills, Promissory notes, Certificate of deposits Commercial papers, Banker’s Acceptance CBLO, IBPC, MMMF and LAF</p>	15

4	Overview of Derivatives Market 4.1 Derivatives Market - Meaning, Importance and Need for Derivatives Market, Kinds of financial derivatives and financial derivatives in India. 4.2 Globalization of Financial Market - Indigenous Bond markets, Foreign Currency Bond Markets, Euro market, FDI- Inflows- Outflows, Emerging Trends and Challenges in Global Financial Markets and Impact of globalization on financial markets.	15
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Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Introduction to Financial System
2	4	Derivatives Market

Self learning portals

https://onlinecourses.swayam2.ac.in/arp20_ap24/preview https://onlinecourses.swayam2.ac.in/imb21_mg18/preview
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Evaluation Pattern

For 40 Marks

Students will be evaluated on the basis of 60 marks term end exam for which the paper pattern is provided at the end and 40 marks internal assessment which is as follows:

Research Project	20 Marks
Viva voce	10 Marks
Self-Learning Evaluation	10 Marks

For 60 Marks

Semester End Examination

Marks: 60 Time 2 hours

Question Paper Pattern

N. B. 1. All questions are Compulsory.

2. All questions carry equal marks.

Q. 1 Answer any Two of the following (out of Three) From Module – I Marks – 15

Q. 2 Answer any Two of the following (out of Three) From Module – II Marks – 15

Q. 3 Answer any Two of the following (out of Three) From Module – III Marks – 15

Q. 4 Answer any Two of the following (out of Three) From Module – IV Marks – 15

Reference Books:

1. Financial markets institutions and financial services - Prof Bimal Jaiswal
2. Financial markets and services - E Gordon, K Natarajan
3. Financial markets and institutions - Dr Vinod Kumar, Atul Gupta
4. Financial Markets And Institutions 8th Edition by Frederic S Mishkin and Stanley Eakins, PEARSON INDIA
5. Financial Markets And Institutions, Global Edition, 2018
6. Money and Financial Markets , Niti Bhasin, 2020
7. Finance and Financial Markets, Pilbeam Keith

PG-FBF-202 Research Methodology

Units	Contents	No. of Lectures
1	Introduction to Research 1.1 Features and Importance of research in business 1.2 Philosophy and Paradigm of Scientific Research 1.3 Objectives and Types of research- Basic, Applied, Descriptive, 1.4 Analytical and Empirical Research. 1.5 Formulation of research problem , Research Design. 1.6 Significance of Review of Literature. 1.7 Hypothesis: Formulation, Sources, Importance and Types. 1.8 Sampling: Significance, Methods, Factors determining sample size. 1.9 Doing research with images & other visual materials. 1.10 Semiotic analysis in research	15
2	Research Process 2.1 Stages in Research process. 2.2 Data Collection: Primary data: Observation, Experimentation, Interview, Schedules, Survey, Limitations of Primary data. 2.3 Secondary data: Sources and Limitations, 2.4 Factors affecting the choice of method of data collection. 2.5 Questionnaire: Types, Steps in Questionnaire Designing, Essentials of a good Questionnaire, Scaling Questions.	15
3	Data collection and organization 3.1 Data Processing: Significance in Research, Stages in Data Processing: Editing, Coding, Classification, Tabulation, Graphic Presentation, Thematic analysis, Discourse Analysis. 3.2 Statistical Analysis: Tools and Techniques, Measures of Central Tendency, Measures of Dispersion, Correlation Analysis and Regression Analysis. 3.3 Testing of Hypotheses – Parametric Test-t test, f test, z test Non-Parametric Test -Chi square test, ANOVA, Factor Analysis 3.4 Interpretation of data: significance and Precautions in data interpretation	15
4	Research Reporting and Modern Practices in Research 4.1 Research Report Writing: Importance, Essentials, Structure/ layout, Types 4.2 References and Citation Methods:	15

APA (American Psychological Association). CMS (Chicago Manual Style) MLA (Modern Language Association) 4.3 Footnotes and Bibliography 4.4 Modern Practices: origin of research ethics, Ethical Norms in Research, Plagiarism. 4.5 Role of Computers in Research 4.6 Data Visualisation Tools and technologies for innovative methods: including film, photography, apps. 4.7 Presenting research to different audience	
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Self-Learning topics (Unit wise):

Sr. No	Sub Unit	Topic
1	1.1	Features and Importance of research in business
2	2.4	Factors affecting the choice of method of data collection
3	3.1	Significance in Research
4	4.1	Importance of Research Report writing

Online Resources

https://onlinecourses.nptel.ac.in/noc21_mg11/preview

Evaluation Pattern

For 40 Marks

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Research project	20 Marks
Viva voce	10 Marks
Self-Learning Evaluation	10 Marks

For 60 Marks

Semester End Examination

Marks: 60 Time 2 hours

Question Paper Pattern

N. B. 1. All questions are Compulsory.

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Q. 1 Answer any Two of the following (out of Three) From Module – I Marks – 15

Q. 2 Answer any Two of the following (out of Three) From Module – II Marks – 15

Q. 3 Answer any Two of the following (out of Three) From Module – III Marks – 15

Q. 4 Answer any Two of the following (out of Three) From Module – IV Marks – 15

Reference Books

Research Methodology – Text and Cases with SPSS Applications, by Dr S.L. Gupta and Hitesh Gupta, International Book House Pvt Ltd

Business Research Methodology by T N Srivastava and Shailaja Rego, Tata Mcgraw Hill Education Private Limited, New Delhi

Methodology of Research in Social Sciences, by O.R. Krishnaswami, Himalaya Publishing House
Research Methodology by Dr Vijay Upagude and Dr Arvind Shende

Business Statistics by Dr S. K Khandelwal, International Book House Pvt Ltd

Quantitative Techniques by Dr S. K Khandelwal, International Book House Pvt Ltd

SPSS 17.0 for Researchers by Dr S.L Gupta and Hitesh Gupta, 2nd edition, Dr S. K Khandelwal, International Book House Pvt Ltd

Foundations of Social Research and Econometrics Techniques by S.C. Srivastava, Himalaya publishing House

Statistical Analysis with Business and Economics Applications, Hold Rinehart & Wrintston, 2nd Edition, New York

Business Research Methods, Clover, Vernon T and Balsely, Howard L, Colombus O. Grid, Inc

Business Research Methods, Emary C. Willima, Richard D. Irwin In. Homewood

Research Methods in Economics and Business by R. Gerber and P.J. Verdoom, The Macmillan Company, New York

Research and Methodology in Accounting and Financial Management, J.K Courtis

Statistics for Management and Economics, by Menden Hall and Veracity, Reinmuth J.E

Panneerselvam, R., Research Methodology, Prentice Hall of India, New Delhi, 2004.

Kothari CR, Research Methodology- Methods and Techniques, New Wiley Ltd., 2009

Mayan, M. J. (2016). Essentials of Qualitative Inquiry. Routledge. (Chapter 1, Introduction to Qualitative Inquiry, Chapter 4, Research Question and Sampling).

Mickez, R. (2012). Interviewing Elites: Addressing Methodological Issues. Qualitative Inquiry 18: 482- 493.

PG-FBF--203
E- Commerce

Units	Contents	No. of Lectures
1	<p>Introduction to Electronic Commerce – Evolution and Models</p> <p>1.1 Evolution of E-Commerce-Introduction, History/Evolution of Electronic Commerce, Roadmap of E-Commerce in India, Main activities, Functions and Scope of E- Commerce.</p> <p>1.2 Benefits and Challenges of E-Commerce, E-Commerce Business Strategies for Marketing, Sales and Promotions.</p> <p>1.3 Business Models of E-Commerce- Characteristics of Business to Business(B2B), Business to Consumers (B2C), Business to Government (B2G)</p> <p>1.4 Concepts of other models of E-commerce.</p> <p>1.5 Business to Consumer E-Commerce process, Business to Business E-Commerce- Need and Importance, alternative models of B2B E-Commerce.</p> <p>1.6 E-Commerce Sales Product Life Cycle (ESLC) Model</p>	15
2	<p>World Wide Web and E-enterprise</p> <p>2.1 World Wide Web-Reasons for building own website, Benefits of Website, Registering a Domain Name, Role of web site in B2C E-commerce; push and pull approaches; Web site design principles.</p> <p>2.2 EDI and paperless trading; Pros & Cons of EDI; Related new technologies use in E- commerce.</p> <p>2.3 Applications of E-commerce and E-enterprise - Applications to Customer Relationship Management- Types of E-CRM, Functional Components of E-CRM.</p> <p>2.4 Managing the E-enterprise - Introduction, Managing the E-enterprise, Comparison between Conventional and E-organisation, Organisation of Business in an E-enterprise, Benefits and Limitations of E-enterprise</p>	15
3	<p>E- marketing and Electronic Payment System</p> <p>3.1 Digital-Marketing - Scope and Methods of Digital-Marketing, Traditional web promotion; Web counters; Promotion and Role of Social media in Marketing using online platforms.</p> <p>3.2 Crypto-Currency, Cashless systems, Multiple Gateway cashless Economy and E-Wallets</p> <p>3.3 E-Commerce Customer Strategies for Purchasing and support activities, Planning for Electronic Commerce and its initiates, The pros and cons of online shopping, Justify an Internet business.</p> <p>3.4 Electronic Payment System-Characteristics of E-payment system, SET Protocol for credit card payment, prepaid e-payment service, post-paid E-payment system, Types of payment systems.</p>	15

	3.5 Operational, credit and legal risks of E-payment system, Risk management options for E-payment systems, Set standards / principles for E-payment	
4	<p>Legal and Regulatory Environment and Security issues of E-commerce</p> <p>4.1 Introduction to Cyber Laws-World Scenario, Cyber-crime& Laws in India and their limitations, Hacking, Web Vandals, E-mail Abuse, Software Piracy and Patents. UPI Acts</p> <p>4.2 Taxation Issues, Protection of Cyber Consumers in India and CPA 1986, Importance of Electronic Records as Evidence.</p> <p>4.3 Security Issues in E-Commerce- Risk management approach to Ecommerce Security - Types and sources of threats, Protecting electronic commerce assets and intellectual property.</p> <p>Security Tools, Client server network security, Electronic signature, Encryption and concepts of public and private key infrastructure</p>	15

Self Learning Topics

B2B Business Models
Payment Technologies
E-Commerce Security Tools

Online Resources

https://www.coursera.org/learn/digital-business-models
https://www.coursera.org/learn/paytech
https://www.coursera.org/learn/it-security

Evaluation Pattern

For 40 Marks

Students will be evaluated on the basis of 60 marks term end exam for which the paper pattern is provided at the end and 40 marks internal assessment which is as follows:

Research Project	20 Marks
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For 60 Marks

Semester End Examination

Marks: 60 Time 2 hours

Question Paper Pattern

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Q. 4 Answer any Two of the following (out of Three) From Module – IV Marks – 15

Reference Books:

1. E-Commerce
2. Laudon, Kenneth C. and Carol Guercio Traver (2002) E-commerce: business, technology, society. (New Delhi : Pearson Education).
3. Awad, Elias M. (2007), Electronic Commerce: From Vision to Fulfillment (NewDelhi : Pearson Education).
4. Kalakota, Ravi and Marcia Robinson (2001). Business 2.0: Roadmap for Success (newDelhi : Pearson Education).
5. Smith, P.R. and Dave Chaffey (2005), eMarketing eXcellence; The Heart of eBusiness (UK : Elsevier Ltd.)
6. Sundeep Oberol e Security and you-TMH (2001)
7. Greenstein & Feinman Electronic Commerce-Security, Risk Mgt and Control-TMH (2000)
8. Adam Nabll R. (Editor) Electronic Commerce: Technical Business and Legal Issues.
9. Diwan, Prag and Sharma Electronic Commerce-a Manager's Guide to EBusiness
10. Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 3rd Edition- Tata Mc GrawHill Publications, 2008.
11. Kamlesh K.Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business, Tata Mc GrawHill Publications, 2008
12. Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley, 2004
13. E- Commerce Strategies, Technology and applications (David) Tata McGrawHill
14. Introduction to E-commerce (jeffrey) Tata- McGrawhill
15. E-Business and Commerce- Strategic Thinking and Practice (Brahm) biztantra
16. Web Technology : Ramesh Bangia

17. Turban, King, Viehland & Lee, Electronic Commerce- A Managerial Perspective, Pearson.
18. IJECS International journal of Electronic Ecommerce Studies ISSN 2073-9729 <http://ijecs.academic-publication.org/>
19. Electronic Commerce Research and Applications ISSN: 1567-4223 Editor-in-Chief: Robert Kauffman (<http://www.journals.elsevier.com/electronic-commerce-research-and-applications>)
20. Journal of Electronic Commerce Research (JECR) ISSN: 1526-6133 (Online) 1938-9027 (Print)
21. (http://web.csulb.edu/journals/jecr/a_j.htm)
22. <https://www.entrepreneur.com/article/284175>
23. https://www.researchgate.net/publication/220630401_Building_an_E-Business_Strategy
24. <https://friedmansocialmedia.com/social-networks-and-ecommerce/>

PG-FBF-204 Strategic Management

Units	Contents	No. of Lectures
1	<p>Introduction to Strategic Management</p> <p>1.1 Concept of Strategic Management, Strategic Management Process, Vision, Mission and Goals, Benefits and Risks of Strategic Management.</p> <p>1.2 Levels of Strategies: Corporate, Business and Operational Level Strategy</p> <p>1.3 Functional Strategies: Human Resource Strategy, Marketing Strategy, Financial Strategy , Operational Strategy</p> <p>1.4 Business Environment: Components of Environment- Micro and Macro and Environmental Scanning</p> <p>1.5 Corporate Culture</p> <p>1.6 Case Studies</p>	15
2	<p>Strategy Formulation, Implementation and Evaluation</p> <p>2.1 Strategic Formulation: Stages and Importance, Formulation of Alternative Strategies: Mergers, Acquisitions, Takeovers, Joint Ventures, Diversification, Turnaround, Divestment and Liquidation.</p> <p>2.2 Strategic Analysis and Choice: Issues and Structures, Corporate Portfolio Analysis- SWOT Analysis, BCG Matrix, GE Nine Cell Matrix, Hofer’s Matrix, Strategic Management Models</p> <p>2.3 ETOP- Environmental Threat and Opportunity Profile, Strategic Choice- Factors and Importance</p> <p>Blue Ocean Strategy and Value Innovation, Red Ocean Strategy</p> <p>2.4 Strategic Implementation: Steps, Importance and Problems, Resource Allocation- Importance & Challenges</p> <p>2.5 Strategic Evaluation and Control: Importance, Limitations and Techniques</p> <p>2.6 Budgetary Control: Advantages, Limitations</p> <p>2.7 Case Studies</p>	15
3	<p>Business, Corporate and Global Strategies</p> <p>3.1 Corporate Restructuring Strategies: Concept, Need and Forms, Corporate Renewal Strategies: Concept, Internal and External factors and Causes.</p> <p>3.2 Strategic Alliance: Concept, Types, Importance, Problems of Indian Strategic Alliances and International Businesses</p> <p>3.3 Public Private Participation: Importance, Problems and Governing Strategies of PPP Model.</p> <p>3.4 Information Technology Driven Strategies: Importance, Limitations and contribution of IT sector in Indian Business</p> <p>3.5 Case Studies</p>	15

4	<p>Emerging Strategic Trends</p> <p>4.1 Business Process Outsourcing and Knowledge Process Outsourcing in India: Concept and Strategies. Reasons for growing BPO and KPO businesses in India.</p> <p>4.2 Reengineering Business Processes- Business Reengineering, Process Reengineering and Operational Reengineering</p> <p>4.3 Disaster Management: Concept, Problems and Consequences of Disasters, Strategies for Managing and Preventing disasters and Cope up Strategies.</p> <p>4.4 Start-up Business Strategies and Make in India Model: Process of business start ups and its Challenges, Growth Prospects and government initiatives in Make in India Model with reference to National manufacturing, Contribution of Make in India Policy in overcoming industrial sickness</p> <p>4.5 Current scenario and recent trends</p> <p>4.6 Case Studies</p>	15
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Self-Learning topics (Unit wise):

Sr. No	Sub Unit	Topic
1	1.1	Introduction to Strategic Management Environment and Industry analysis
2	4.5	Current Scenario and Recent Trends

Online Resources

<p>https://nptel.ac.in/courses/110/108/110108047/</p> <p>https://www.coursera.org/learn/strategic-management</p>

Evaluation Pattern

For 40 Marks

Students will be evaluated on the basis of 60 marks term end exam for which the paper pattern is provided at the end and 40 marks internal assessment which is as follows:

Research Project	20 Marks
Viva voce	10 Marks
Self-Learning Evaluation	10 Marks

For 60 Marks

Semester End Examination

Marks: 60 Time 2 hours

Question Paper Pattern

N. B. 1. All questions are Compulsory.

2. All questions carry equal marks.

Q. 1 Answer any Two of the following (out of Three) From Module – I Marks – 15

Q. 2 Answer any Two of the following (out of Three) From Module – II Marks – 15

Q. 3 Answer any Two of the following (out of Three) From Module – III Marks – 15

Q. 4 Answer any Two of the following (out of Three) From Module – IV Marks – 15

Reference Books:

1. Strategic Management, A Dynamic Perspective -Concepts and Cases – Mason A. Carpenter, Wm. Gerard Sanders, Prashant Salwan, Published by Dorling Kindersley (India) Pvt Ltd, Licensees of Pearson Education in south Asia
2. Strategic Management and Competitive Advantage-Concepts- Jay B. Barney, William S. Hesterly, Published by PHI Learning Private Limited, New Delhi
3. Globalization, Liberalization and Strategic Management - V. P. Michael
4. Business Policy and Strategic Management – Sukul Lomash and P.K Mishra, Vikas Publishing House Pvt. Ltd, New Delhi
5. Strategic Management – Fred R. David, Published by Prentice Hall International
6. Business Policy and Strategic Management – Dr Azhar Kazmi, Published by Tata McGraw Hill Publications
7. Business Policy and Strategic Management- Jauch Lawrence R & William Glueck Published by Tata McGraw Hill
8. Public Enterprise Management and Privatisation – Laxmi Narain Published by S.Chand & Company Ltd, New Delhi
9. Business Organisation – Rajendra P. Maheshwari, J.P. Mahajan, Published by International Book House Pvt Ltd

10. Disasters and Development- Cuny Fred C, Published by Oxford University Press, Oxford
11. At Risks Natural Hazards, People's Vulnerability and Disasters- Wisner Ben P. Blaikie, T Cannon and I.davis, Published by Wiltshire Routledge
12. Mergers, Acquisitions and Corporate Restructuring – Strategies and Practices- Rabi Narayan Kar, Published by International Book House Pvt Ltd, Mumbai
13. Strategic Management- Awareness and Change, John. L. Thompson, Internal Thomson Business Press
14. Gaining and Sustaining Competitive Advantage, Jay B. Barney, Eastern economy Edition, PHI Learning Pvt Ltd, New Delhi
15. Strategic Management by Prof N.H. Mullick, Enkay Publishing House New Delhi
Public Sector Perspective, by Dr M.Veerappa Moily
16. The Impact of Private sector participation in Infrastructure- Lights, shadows and the Road ahead by Andres, Luis, Guasch, Luis, J. Thomas, Haven & Foster, World Bank, Washington

TN Resmi