



॥ सा विद्या या विमुक्तये ॥

स्वामी रामानंद तीर्थ मराठवाडा विद्यापीठ, नांदेड

'ज्ञानतीर्थ', विष्णुपुरी, नांदेड - ४३१ ६०६ (महाराष्ट्र राज्य) भारत

SWAMI RAMANAND TEERTH MARATHWADA UNIVERSITY, NANDED

'Dnyanteerth', Vishnupuri, Nanded - 431 606 (Maharashtra State) INDIA

Established on 17th September, 1994, Recognized By the UGC U/s 2(f) and 12(B), NAAC Re-accredited with 'B++' grade

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वाणिज्य व व्यवस्थापन विद्याशाखेअंतर्गत बी.
व्होक. अभ्यासक्रम शैक्षणिक वर्ष
२०२२-२३ पासून लागू करण्याबाबत.

प रि प त्र क

या परिपत्रकान्वये सर्व संबंधितांना कळविण्यात येते की, दिनांक २८.०४.२०२२ रोजीच्या वाणिज्य व व्यवस्थापन विद्याशाखेच्या बैठकीतील शिफारसी प्रमाणे व दिनांक २५ जुन २०२२ रोजी संपन्न झालेल्या ५४ व्या मा. विद्या परिषद बैठकीतील विषय क्र. १२/५४-२०२२ च्या ठरावानुसार वाणिज्य व व्यवस्थापन विद्याशाखेतील संलग्नित महाविद्यालयातील खालील प्रमाणे बी. व्होक. अभ्यासक्रमास शैक्षणिक वर्ष २०२२-२३ पासून लागू करण्यास मान्यता देण्यात येत आहे.

- 1) B. Voc. Diploma in Taxation (one year)
- 2) B. Voc. (Banking Finance Services and Insurance.) III year. (Sem. V & VI.)
- 3) B. Voc. (Retail Operations) III year . (Sem. V & VI.)

सदरील परिपत्रक व अभ्यासक्रम प्रस्तुत विद्यापीठाच्या www.srtmun.ac.in या संकेतस्थळावर उपलब्ध आहेत. तरी सदरील बाब ही सर्व संबंधितांच्या निदर्शनास आणून द्यावी, ही विनंती.

'ज्ञानतीर्थ' परिसर,
विष्णुपुरी, नांदेड - ४३१ ६०६.
जा.क्र.: शैक्षणिक-०१/परिपत्रक/बी.व्होक/वाणिज्य व
व्यवस्थापन/२०२२-२३/४२८
दिनांक : १२.०७.२०२२.



स्वाक्षरित / -
सहा.कुलसचिव
शैक्षणिक(१-अभ्यासमंडळ विभाग)

प्रत माहिती व पुढील कार्यवाहीस्तव :

- १) मा. अधिष्ठाता, वाणिज्य व व्यवस्थापन विद्याशाखा, प्रस्तुत विद्यापीठ.
- २) मा. सहयोगी अधिष्ठाता, वाणिज्य व व्यवस्थापन विद्याशाखा, प्रस्तुत विद्यापीठ.
- ३) मा. संचालक, परीक्षा व मूल्यमापन मंडळ, प्रस्तुत विद्यापीठ.
- ४) अधिष्ठाता, वाणिज्य व व्यवस्थापन परीक्षा विभाग प्रस्तुत विद्यापीठ.
- ५) मा. प्राचार्य, संबंधित महाविद्यालये, प्रस्तुत विद्यापीठ.
- ६) सिस्टम एक्सपर्ट, शैक्षणिक विभाग, प्रस्तुत विद्यापीठ यांना देवून कळविण्यात येते की, सदरील परिपत्रक विद्यापीठाच्या संकेत स्थळावर प्रकाशित करावे.



Swami Ramanand Teerth Marathwada University, Nanded

Syllabus

UGC Sanctioned Vocational Course

Curriculum based on the
Choice Based Credit System (CBCS Pattern)

w.e.f. 2022-23

Name of the Programme:

B. Voc. (Banking Finance Services and Insurance/Banking & Taxation/Insurance/Goods and Service Tax [GST] Account Assistant/Life Insurance Agent)

Third Year (Degree) {Sem. V & VI}

Programme Code: B. Voc. (BFSI/BT/INSU/GSTAA/LIA)

Examination Pattern

Continuous Assessment:

Core and Elective Subjects

1. Two Class Test of 10 Marks Each
2. Assignment / Tutorial / Seminar Presentation for 05 Marks in the

Particular Subject:

End of Semester Examination (ESE)

1. Question No. 1 Compulsory for 20 Marks on any Topic
2. Question No. 2 to Question No. 4 Alternative type Questions carrying 15 Marks each
2. Question No. 5 will be short Notes on any two of the given Four for 10 Marks

B. Voc. Banking Finance Services and Insurance

Third Year (Degree)

Subject Name List

Sr. No.	Subject Name	Marks
	<u>Semester V</u>	
1	A) Core Subject: 1. Technology in Finance & Service Delivery 2. Wealth Management 3. Direct Taxation 4. Entrepreneurship Management	100 100 100 100
2	B) Elective (Any One): 1. Organization Behaviour 2. Financial Markets	100 100
3	C) Generic Specific Elective (Any One) 1. Information Technology in Banking & Insurance 2. Cost Accounting	100 100
4	D) Project: Visit to an Insurance company and Project there on.	100
5	E) Skill Enhancement Course: An Overview of Banking Sector	50
	<u>Semester VI</u>	
1	A) Core Subject: 1. Corporate and Securities Law 2. Business Statistics 3. Business Ethics & Governance 4. Production Management	100 100 100 100
2	B) Elective (Any One): 1. Business Policy 2. Supply Chain Management	100 100
3	C) Generic Specific Elective (Any One) 1. Investment Analysis and Portfolio Management 2. BFSI & Risk	100 100
4	D) Project: Visit to a Banking company and Project there on.	100
5	E) Skill Enhancement Course: Contemporary Issues	50

Semester V

A) Core Subject:

1. Technology in Finance & Service Delivery:

End of Semester (University Exam)	75 Marks
Practical (CA)	25 Marks
Total	100 Marks
Total Credit	04

Objective: The course aims to provide a sharp insight into the Banking Technology in Delivery channels, Electronic Payment System, IT adaption in Service Delivery Trend & Information System -Audit and security.

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Syllabus Content:

UNIT – I

Banking Technology - Distribution channels - Teller Machines at the Bank Counters - Cash dispensers - ATMs - Anywhere Anytime Banking - Home banking (Corporate and personal)

UNIT – II

Online Banking - Online enquiry and update facilities - Personal identification numbers and their use in conjunction with magnetic cards of both credit and debit cards, smart cards, signature storage and display by electronic means, cheque truncation, microfiche, note and coin counting devices.

UNIT – III

Bank net, RBI net, Data net, NICNET, I-net, Internet, E mail, etc...- Role and uses of technology up gradation - Global developments in Banking Technology - Information Technology in finance and service delivery:

UNIT – IV Impact of Technology on Banks - Protecting the confidentiality and secrecy of data - Effect on customers and service quality - Computer Audit -Information System Audit. Information System Security and Disaster Management.

UNIT – V Electronic funds transfer systems - plain messages (Telex or data communication) - structured messages (SWIFT, etc...) - RTGS.

Books Recommended:

1. Management of Banking and Financial Services by suresh padmalatha & Paul justin; Pearson Publication.
2. Financial markets, institutions and services by Dr. F. C. Sharma; SBPD Publication.

2. Wealth Management:

End of Semester (University Exam)	75 Marks
Practical (CA)	25 Marks
Total	100 Marks
Total Credit	04

Objectives: The subject aims to cover a broad canvas of the wealth and financial planning, it aims to focus on wealth management strategy.

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Syllabus Content:

UNIT - I Define Wealth, Meaning & Scope of Wealth Management Wealth cycle Wealth Management Process Introduction to Financial literacy.

UNIT - II Introduction, Nature and Scope of Saving Investments Objectives of Saving and Investment (Tax Saving, Income and Growth of Capital), Investment Alternatives Investment

Attribute Approaches to investment decision making Qualities for successful investment
Alternatives to Investment decision – Direct & Indirect

UNIT - III Wealth Management Strategy Meaning & scope of wealth management strategy
The unwealthy habits Philosophy of wealth creation & management Need for planning

UNIT - IV Types of investment risk Risk profiling of investors & asset allocation (life cycle
model) Asset allocation strategies(strategic, tactical, life- cycle based) Goal-based financial
planning Active & passive investment strategies

UNIT - V Meaning & Objectives of Retirement planning Gifts & Trust, Charity planning
Avoidable mistakes in retirement planning Power of attorney for asset management.

Books Recommended:

- Wealth Management- Dun & Brastreet, Tata McGrawHill
- Wealth Management- S.K .Bagachi, Jaico publishing house
- Wealth Management- Suyash Bhat, Excel Books
- Wealth Management- Harold Evensky, Tata McGrawHill

3. Direct Taxation:

End of Semester (University Exam)	75 Marks
Practical (CA)	25 Marks
Total	100 Marks
Total Credit	04

Objectives: The course aims to teach the students to read, understand and explore the
income phenomenon and to get them acquaint with the total income and various
deductions.

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Syllabus Content:

UNIT - I Basic Terms, Assesse, Assessment, Assessment Year, Annual Value, Business, Capital
Assets, Income, Previous Year, Person, Transfer.

UNIT - II Income from salary and problems thereon.

UNIT - III Income from House property and problems thereon.

UNIT - IV Profit & Gain from Business and Profession and problems.

UNIT - V Income from capital gain and problems thereon.

Books Recommended:

- Direct Taxes Law & Practice by V.K. Singhania - Taxman
- Systematic Approach to Direct Tax by Ahuja & Gupta - Bharat Law House
- Income Tax Ready Reckoner by Dr .V.K. Singhania – Taxman
- Direct Tax Laws by T.N. Manoharan - Snow White

4. Entrepreneurship Management:

End of Semester (University Exam)	75 Marks
Practical (CA)	25 Marks
Total	100 Marks
Total Credit	04

Objective: To make the students acquire an adequate knowledge in respect of entrepreneurship management, the course is structured and divided into different stages of business planning and venture.

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Syllabus Content:

UNIT – I Entrepreneurial Skills, Identifying business opportunities, Role of creativity in Entrepreneurship, the creative process, the Innovation process, types of innovation, sources of innovation, principles of innovation, Sources of Business Ideas

UNIT – II Critical Factors for starting a new enterprise: Personal, Environmental, Sociological factors. Problems of a New Venture- Financial, administrative, marketing, production and other problems.

UNIT – III Entrepreneurial Values and Attitudes, Dominant characteristics of successful entrepreneurs, Internal and external factors for entrepreneurial motivation.

UNIT – IV Business Plan: Meaning, Benefits, Developing a business plan, Environment scanning, Elements/Areas to be covered in a Business Plan, Project Report preparation, Contents of a Project Report.

UNIT – V Ethics and Entrepreneurship: Defining Ethics, Approaches to Managerial ethics, ethics and business decisions, Ethical practices and code of conduct, Ethical considerations in corporate entrepreneurship.

Books Recommended:

- S.L. Gupta and Dr. Arun Mittal, Entrepreneurship Development by International Books House Ltd.
- Vasant Desai, Dynamics of Entrepreneurial Development
- Willaim D. Bygrave and Andrew Zacharakis, The Portable MBA in Entrepreneurship by, Fourth edition, John Wiley and Sons.
- S.S. Khanka, Entrepreneurship Development, Sultanchand and Sons Ltd.

B) Elective (Any One):

1. Organization Behaviour:

End of Semester (University Exam)	75 Marks
Practical (CA)	25 Marks
Total	100 Marks
Total Credit	04

Objective: The course will enable the students to understand, assimilate and apply the various dimensions of organization and its related affairs in the business.

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Syllabus Content:

UNIT – I Workplace Emotions, Values and Ethics: Meaning of Emotions, Cognitive Dissonance, Emotional Dissonance, Managing Emotions at Work (Emotional Labor) - The Six Universal Emotions. Meaning and Types of Values, Sources of Value systems, Values across Cultures, Values and Ethical Behaviour.

UNIT – II Power and Politics: Meaning of Power, Bases of Power, Power Tactics, Organizational Politics, Reasons for Organizational Politics, Managing Organizational Politics.

UNIT – III Organization structure: Meaning, Meaning and key features of the concept of Centralization, Decentralization, Span of control and Departmentation, Simple structure, Bureaucratic & Matrix structure.

UNIT – IV Organization structure differentiation: Strategy, Organization size, Technology & Environment, Organizational Designs and employee behaviour.

UNIT – V Organizational Climate: Impact of Communication, Impact of Rewards & Punishment, Quality work life with reference to Banking & Insurance, Job Frustration-Sources, Causes, Effects, Ways to Overcome Frustration, Impact of Frustration on Banking and Insurance companies.

Books Recommended:

- Organizational Behaviour- concept, controversies, applications, by Stephen Robbins, Prentice Hall.
- Management and Organizational Behavior , Ninth Edition, by Laurie J. Mullins, Pearson publisher
- Organizational Behavior, Text, Cases, Games, By K. Ashwathappa, Himalaya Publishing house
- Organizational Behavior by Margie Parikh and Rajen Gupta, Tata Mcgraw Hill Publication

2. Financial Markets :

End of Semester (University Exam)	75 Marks
Practical (CA)	25 Marks
Total	100 Marks
Total Credit	04

Objectives: The course aims at a comprehensive understanding of the fundamental concept of financial market and different money market in India.

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Syllabus Content:

UNIT – I Equity Market – Primary Market, IPO, Book Building, Role of Merchant Bankers, ASBA , Green Shoe Option, Issue of Bonus shares, Right Shares, Sweat Equity shares, ESOP.

UNIT – II Indian Debt Market –Market Instruments, Listing, Primary and Secondary Segments.

UNIT – III Indian Stock Market - Meaning and functions of Stock Exchange- NSE and BSE.

UNIT – IV Indian Money Market – Meaning, Features, Functions, Importance, Defects, Participants, Components of Organized and Unorganized markets and Reforms.

UNIT – V Indian Capital Market - Meaning, Features, Functions, Importance, Participants, Instruments, Reforms in Primary and Secondary Market..

Books Recommended:

- Dr.S. Gurusamy, Financial Services, Vijay Nicole Imprints.
- E. Gordon and K. Natarajan – Financial Markets and Services
- Niti Chatnani- Commodity markets McGraw Hill Publication
- S. Kevin, - Commodities & financial derivatives PHI Learning Pvt Ltd

C) Generic Specific Elective (Any One):

1. Information Technology in Banking and Insurance:

End of Semester (University Exam)	75 Marks
Practical (CA)	25 Marks
Total	100 Marks
Total Credit	04

Objectives: The course aims at a comprehensive understanding of the fundamental concept of financial market and different money market in India.

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Syllabus Content:

UNIT – I Meaning, definition, features, advantages and limitations- core banking, the evolution of e-banking in India, Legal framework for e-banking.

UNIT – II Indian Various threats and attacks, Phishing, Key Loggers, Identity Theft, Call & SMS forging, e-mail related crimes, Denial of Service Attacks, Hacking, Online shopping frauds, Credit card frauds, Cyber Stalking.

UNIT – III Computer Security, E-Security, Password Security and Reporting internet fraud.

UNIT – IV Need of Cyber Law, History of Cyber Law in India.

UNIT – V The network Infrastructure for Electronic Commerce - Market forces influencing the I-way, Components of I-way, Network Access Equipment.

Books Recommended:

- E-Banking in India: Challenges and Opportunities-By RimpiJatana, R. K. Uppal
- Frontiers of E-Commerce- by Ravi Kalakota, Andrew B. Whinston- Pearson Education
- Frontiers of E-Commerce- by Ravi Kalakota, Andrew B. Whinston–Pearson Education
- Microsoft Office Professional2013-Step by step

2. Cost Accounting:

End of Semester (University Exam)	75 Marks
Practical (CA)	25 Marks
Total	100 Marks
Total Credit	04

Objectives: The course aims at a comprehensive understanding of the fundamental concept of Costing and various related statements used in business and in day to day routine.

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Syllabus Content:

UNIT – I Objectives and scope of Cost Accounting Cost centres and Cost units Cost classification for stock valuation, Profit measurement, Decision making and control Coding systems Elements of Cost.

UNIT – II Classification of costs, Cost of Sales, Cost Centre, Cost Unit, Profit Centre and Investment Centre Cost Sheet and Reconciliation of cost and financial accounts and practical problems thereon.

UNIT – III Marginal costing meaning, application, advantages, limitations, Contribution, Breakeven analysis and profit volume graph.

UNIT – IV Various types of standards, setting of standards, Basic concepts of, Labour and Overhead (Fixed and Variable) variance analysis.

UNIT – V Process Costing and practical problems thereon.

Books Recommended:

- Cost Accounting by C.S. Rayudu, Tata Mc. Grow Hill and Co. Ltd., Mumbai
- Cost Accounting by Jawahar Lal and Seema Srivastava, Tata Mc. Grow Hill and Co. Ltd., Mumbai
- Cost Accounting by Ravi M. Kishore, Taxmann Ltd., New Delhi
- Principles and Practices of Cost Accounting by N.K. Prasad, Book Syndicate Pvt. Ltd., Calcutta

D)Project: Visit to an Insurance company and Project there on

E) Skill Enhancement Course:

An Overview of Banking Sector:

Practical (CA)	50 Marks
Total	50Marks
Total Credit	02

Objectives: The aim of the course is to focus on the thorough knowledge of the banking sector and to aware them with the banking industries in India.

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Syllabus Content:

UNIT – I Introduction, Need and Code of Conduct for Microfinance Institutions in India, Advantages, Purpose, Limitations and Models of SHG – Bank Linkage• Program.

UNIT – II Role of NABARD and SIDBI.

UNIT – III Portfolio Securitization, SHG-2, NRLM and SRLM, Priority Sector and its Classification.

UNIT – IV Features & Procedures of Pradhan Mantri Jan Dhan Yojana, and PM Mudra Yojana. Features, procedures and significance of Stand up India Scheme for Green Field.

Books Recommended:

- Banking Law and Practice – M.L Tannan
- Microfinance Perspective and Operations – IIBF, 2016.
- Rural Banking Operations – IIBF, 2017 Edition
- Financial Inclusion and Growth Governance- Deepali Pant Joshi Gyan Publishing House

Semester VI

A) Core Subject:

1. Corporate and Securities Law:

End of Semester (University Exam)	75 Marks
Practical (CA)	25 Marks
Total	100 Marks
Total Credit	04

Objectives: The course is a total package including the elements of security at both the advanced business and financial strata of the recent market policy.

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Syllabus Content:

UNIT – I Doctrines Governing Corporates – Lifting the Corporate Veil, Doctrine of Ultra Vires, Constructive Notice, Indoor Management, Alter Ego. The Principle of Non Interference (Rule in Foss V/s Harbottle) – Meaning , Advantages , Disadvantages & Exceptions, Majority and Minority Rights under Companies Act

UNIT – II Application of Company Law to Banking and Insurance Sector Application of Companies Act to Banking and Insurance sector governed by Special Acts. S.1(4) of Companies Act 2013 Exceptions provided (S.67(3), S.73(1), S.129(1), 179(3), S.180(1)(c), S.186, S.189.

UNIT – III Definition of Securities, Spot Delivery Contract, Ready Delivery Contract, Stock Exchange. Corporatisation and demutualisation of Stock Exchange –Meaning, Procedure & Withdrawal.

UNIT – IV Issues of Disclosure Investors Protection Guidelines: Pre & Post obligations-conditions for issue-Debt Security-IPO-E-IPO-Employee option-right-bonus-preferential allotment intermediary-operational-promoter lock in period requirements-offer document.

UNIT – V The Depository Act 1996 – Objectives, Eligibility condition for depository services, Fungibility, Bye laws of depository , Governance of Depository and Internal audit of depository Participants.

Books Recommended:

- Mamta Bhargava – Compliances and Procedures under SEBI Law
- V.L Iyer – SEBI Practice Manual - Taxmann
- D.K Jain – Company Law Ready Reckoner
- Bare Act – Corporate Laws Taxmann Microsoft Office Professional2013-Step by step
- By Beth Melton,Mark Dodge, Echo Swinford, Andrew Couch

2. Business Statistics:

End of Semester (University Exam)	75 Marks
Practical (CA)	25 Marks
Total	100 Marks
Total Credit	04

Objective: The course Business Statistics deals with how and when to apply statistical techniques to decision making situations and how to interpret the results. This course addresses descriptive and inferential statistics in data collection, probability, sampling, correlation, regression, time series, index number and hypothesis.

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Syllabus Content:

UNIT - I Role of statistics: Application of inferential statistics in managerial decision-making, Measures of central tendency: mean, objective of mean, Median, Mode and its implications, Measures of Dispersion: Significance of Variance. Range, Interquartile deviation, Mean deviation, standard deviation, Measures of Skewness, Measures of Kurtosis.

UNIT - II Probability: Concept of probability and its uses in business decision-making; Addition and multiplication theorem of probability, Conditional Probability, Bayesian analysis, and its application, Theoretical Distributions, Concept and application of Binomial; Concept and application of Poisson, Concept and application of Normal distributions, Numerical problems based on probability.

UNIT - III Estimation Theory, Hypothesis Testing, Formulation of Hypotheses, Application of Ztest, Application of t-test, Application of F-test, Chi-Square-test in testing of the hypothesis.

UNIT - IV Meaning and types of correlation, Karl Pearson correlation, Spearman rank correlation, Regression equation and their application, Partial correlation & regression, Multiple correlation & regression, Relationship between correlation & regression.

UNIT - V Meaning , Types of index numbers, uses of index numbers Construction of Price, Quantity and Volume indices, plicing, time reversal factor, Trend analysis using moving average, trend analysis using regression analysis, Seasonal, cyclical study: Statistical elimination of cyclical factors.

Books Recommended:

- Anderson D. R., Sweeney D. J., Williams T. A. - Statistics for Business and Economics, 11th edition, Cengage Learning
- Naval Bajpai, Business Statistics, 2nd edition, Pearson Education
- Levin & Rubin, “Statistics for Management”, 8th Edition, Pearson Publication
- Ken Black, “Business Statistics for contemporary decision making”, 5th Edition, Wiley Publication

3. Business Ethics & Governance:

End of Semester (University Exam)	75 Marks
Practical (CA)	25 Marks
Total	100 Marks
Total Credit	04

Objective: This course on business ethics and corporate governance is designed to prepare students to evaluate problems and make decisions using ethical principles of integrity and fairness. It concentrates on benefit to all the stakeholders. Business managers are expected to have integrity, impartiality, and responsiveness to public interest, accountability and honesty.

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Syllabus Content:

UNIT - I Concept , Definition and nature of ethics and business ethics; ethics, values , ethical dilemmas, and behavior; development of ethics, relevance of ethics and values in business, Arguments against business ethics Principles of personal and professional ethics Ethical decision making at workplace, whistle blowing-Institutionalizing Ethics through MDP, ethical committees

and code of ethics-Significance and need for business ethic-Steps to achieve ethics in corporations, characteristics and benefits of ethical organizations.

UNIT - II Theories of Ethics-Consequential and Non-consequential theory Normative theories- Egoism theory-Utilitarianism: Ethics of Welfare, criticisms-Kantianism: Ethics of Duty, criticisms-Other Normative Theories- Stockholder theory Stakeholder Theory Social Contract Theory- Criticisms -Indian Ethical Traditions-Teachings from Gita, Islam, Christianity-Gandhian Principles-Group Discussion: Are religious organizations more ethical? Indian ethos for work life, Indian values for the workplace, Work-life balance, Ethos of Vedanta in management, Hierarchism as an organizational value.

UNIT - III Consumer and Consumer Protection- Definition; Parties to consumer protection- Consumer Duties and responsibilities-How are Indian Consumers Exploited-Legal Protection to Consumers Consumer Protection Act, 1986-Environmental Preservation: Role of Stakeholders- Waste Management and Pollution Control, Key Strategies for Industrial Pollution Prevention Managing Environmental issues.

UNIT – IV Relationship between Ethics & Corporate Excellence, Corporate Mission Statement, Code of Ethics, Organizational Culture, TQM. Gandhian Philosophy of Wealth Management, Philosophy of Trusteeship, Gandhi's Seven Greatest Social Sins, Concept of knowledge management and wisdom management Corporate Social Responsibility- Definition and need .Social Responsibility of business with respect to different stakeholders, Arguments for and against Social responsibility of business, Social Audit; Theories of CSR: Trusteeship Model, Social Identity Theory Pluralistic Model Models of CSR: Ethical Model, Statist Model, Liberal Model Stakeholder Model-Advantages of CSR; Scope of CSR-CSR of Stakeholders: Consumers and community, Employees, Owners-Steps to Attain CSR.

UNIT - V Definitions of Corporate Governance; Market Model & Control Model of Governance-OECD Requirements of CG; Cadbury Committee Report on CG-Issues in the corporate governance Relevance of corporate governance; Benefits of good corporate governance to a corporation; Benefits to Society-Concept of corporation and corporate, Characteristics of Corporation Theories of corporate governance- Agency Theory, Stewardship theory-Stakeholder and sociological theory, Criticisms-Corporate Governance Systems: The Anglo American Model of Governance, The German Model of Governance, Indian Model of

Governance-Good Corporate Governance: Obligation to Society: Obligation to Employees; Obligation to Customers, Contemporary issues in business ethical practices.

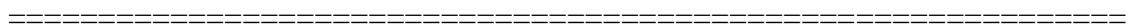
Books Recommended:

- CSV Murthy,'Business Ethics and Corporate Governance', 2nd edition, Himalaya Publication,2010.
- William H Shaw, 'Business Ethics', 6th edition, Cengage Learning,2014.
- S K Bhatia,' Business Ethics and Corporate Governance', 1st edition, Deep and deep publications,2010.
- Kaur Tripat, Values & Ethics in Management, Galgotia Publishers.

4. Production Management:

End of Semester (University Exam)	75 Marks
Practical (CA)	25 Marks
Total	100 Marks
Total Credit	04

Objectives: Production management involves the integration of numerous activities and processes to produce products and services in a highly competitive global environment. Many companies have experienced a decline in market share as a result of their inability to compete on the basis of product design, cost or quality. Most now agree that world class performance in operations, i.e., in product design, manufacturing, engineering and distribution, is essential for competitive success and long term survival.



Syllabus Content:

UNIT – I History of Production Management; Definitions of Production Management; Production Process; Production: The Heart of an Organization; Objectives of Production Management; Scope of Production Management; Importance of Technology in Production.

UNIT – II Purpose of Sales Forecasting, Basic Elements of Forecasting, Importance of Forecasting, Objectives of Forecasting, Classification of Forecasting; Qualitative and Quantitative Techniques of Forecasting.

UNIT – III Definitions of Product Design and Development: Need for Product Design and Development, Origin of the Product Idea and Selection from Various Alternatives, choosing among Alternative Products, Modifying the Existing Products, Sources of Product.

UNIT – IV Types of Plans, Elements of Production Planning, Strategy of Production Planning, Aggregate Planning; Main Functions of Production Planning and Control (PPC).

UNIT – V Location decision, Factors affecting location decision, Plant Location Methods, Four Basic Lay Out Formats in Operation Introduction to Quality Management:- Concept of Quality and its Dimensions, Evolution of Quality concept, Quality Guru & contribution, Quality Tools and Techniques:-Total Quality Management, Concept of Six Sigma

Books Recommended:

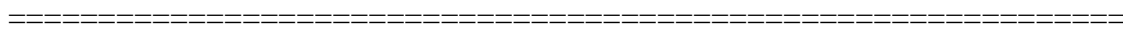
- William J. Stevenson. Eighth Edition, Irwin / McGraw-Hill
- Production Management by TelsangMartand S Chand Publication

B) Elective (Any One):

1. Business Policy:

End of Semester (University Exam)	75 Marks
Practical (CA)	25 Marks
Total	100 Marks
Total Credit	04

Objective: Business Policy is an exciting, challenging course that focuses on how firms formulate, implement and evaluate strategies. Students will learn Business Policy concepts and techniques. Students use this knowledge to chart the future direction of different organizations. The students will be able to make strategic decisions to guide the organization to achieve its vision and mission.



Syllabus Content:

UNIT – I Introduction, Definition of Business Policy, Nature & importance of Business Policy, Types of Policies, Business Policy Statements, Factors influencing Business Policy, Business Policy vs. Strategy, Development and Classification of Business Policy; Mechanism of policy making Policy decisions and their impact on Business Strategies, Corporate Culture.

UNIT – II Introduction, Factors Considered Before Framing Business Policies, Steps Involved in Framing Business Policies, Policy Cycle and its Stages, Implementation of Policy Change, Role of Policies in Strategic Management, Business Policy and Decision Making Responsibilities & Tasks of Top Management: Objectives of Business, Characteristics, Classification, Types of objectives and their overall Hierarchy, setting of objectives, Key areas involved; Corporate Planning; Concept of long-term planning, Strategic Planning, Nature, Process & Importance.

UNIT – III Introduction, Concepts of Business Continuity Plan (BCP), Relevance and Importance of BCP, Steps in Business Continuity Plan, Business Impact Areas, BCP and its Influence on Strategic Management, BCP and its Influence on Policy Making, Contingency Planning.

UNIT – IV Corporate Strategy Concept, Components, Importance, and Strategy Formulation: Concept, Process & Affecting Factors. Strategy Evaluation: Process, Criteria, Environmental Analysis, Resource Analysis Concept of Synergy: Types, Evaluation of Synergy, Capability Profiles, Synergy as a Component of Strategy & its relevance.

UNIT – V Introduction, Ethics and Values, Ethical Conduct and Unethical Conduct, Impact of Ethical Conduct, Corporate Social Responsibilities (CSR), Business obligations, Social Audit and Corporate Governance.

Books Recommended:

- Strategic Management and Business Policy, Lawrence, R. Jauch and William F. Glueck,, - McGraw – Hill Education.
- Strategic Management, Hitt Michael A, Ireland R. Duane, Hoskisson Robert E., Manikutty S., 9th Edition, Cengage Learning, New Delhi
- Strategic Management and Business Policy Thomas L. Wheelen and J. David Hunger, 11/e Pearson, New Delhi
- Strategic management, Text and cases Dess, Lumpkin and Eisner, 3rd Edition, Tata Mcgraw Hill, New Delhi.

2. Supply Chain Management:

End of Semester (University Exam)	75 Marks
Practical (CA)	25 Marks
Total	100 Marks
Total Credit	04

Objectives: A supply chain is involved in processing or using these materials or even providing services to customers using these materials. Professionals in these fields also work with processes and increasing efficiencies with processes. Operations and supply chain professionals have a place in all of these environments. Consider environments where there are large volumes of movement; movement of people, product, raw material, data, money or consumers. This occurs in almost any environment and any industry.

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Syllabus Content:

UNIT – I Introduction, Definition of Supply Chain Management, Evolution of the Concept of Supply Chain Management, Key Drivers of Supply Chain Management, Typology of Supply Chains, Cycle View of Supply Chain, Problems in SCM and Suggested Solutions.

UNIT – II Introduction, Three Components of SCM, Demand Management, Demand Forecasting; Introduction, Supply Management, Evolution of ERP, Concept of ERP in SCM, Quick Response and Accurate Response System in SCM, Use of Other Planning Strategies.

UNIT – III Introduction, Understanding the Benchmarking Concept, Benchmarking Process, Benchmarking Procedure, level of Product Availability and factors affecting the optimum level of product availability, Optimizing availability of maintenance, repair and operation inventories.

UNIT – IV Introduction, New Developments in Supply Chain Management, Outsourcing Supply Chain Operations, Co-Maker ship, The Role of E- Commerce in Supply Chain Management, Green Supply Chain Management, Distribution Resource Planning, World Class Supply Chain Management.

UNIT – V Introduction, Role of cycle inventory in a supply chain, Economies of scale to exploit fixed cost and quantity decisions, Short term discounting, estimating cycle inventory, Role of safety inventory in a supply chain and determining the appropriate level of safety inventory,

Impact of supply uncertainty on safety inventory and impact of aggregation on safety inventory.

Books Recommended:

- Operations Management, William J Stevenson, McGraw Hill Education (2018)
- Operations & Supply Chain Management, Chase, Jacobs & Shanker, McGraw Hill Education (2018)
- Productions and Operations Management, S N Chary, Tata Mc. Graw Hill (2019)

C) Generic Specific Elective (Any One):

1. Investment Analysis & Portfolio Management:

End of Semester (University Exam)	75 Marks
Practical (CA)	25 Marks
Total	100 Marks
Total Credit	04

Objectives: In this changing era, it becomes very crucial to know the basics of the investment so that the investors can increase their wealth and can minimize the risk. The main objective of this paper is to introduce the basics of investment to the learners. In this paper various investment alternatives and their risk-return characteristics will be discussed. In this paper the learners will go through the various concepts, tools and techniques related to security analysis and portfolio management.

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Syllabus Content:

UNIT – I Investments: Nature, scope, objective and Process of investments analysis, concept of return and risk analysis, measurement of return and risk: Systematic and Unsystematic Risk.

UNIT – II Investment Alternatives: Investment instrument of Capital Market and Money Market, Valuation of Fixed and Variable securities Non Security forms of Investment, Government Securities, Mutual Fund, Real Estate and Gold.

UNIT – III Fundamental Analysis: Economic analysis industry analysis and company analysis
Technical Analysis: Trends, indicators, indices and moving average applied in technical analysis.
Efficient Market Hypothesis: weak, semi-strong and strong market and its testing techniques.

UNIT IV– Portfolio Management: Meaning, importance and objectives of portfolio and portfolio management, Risk and Return- Definition types and importance. Portfolio Analysis: Risk Measurement; estimating rate of return and standard deviation of portfolio returns; Effects of Combining securities.

UNIT V– Markowitz Portfolio Selection Model, Capital Asset Pricing Model (CAPM), Sharpe- The Single Index Model, Factor Models and Arbitrage Pricing Theory, International Portfolio Investments, Mutual Fund Operations.

Books Recommended:

- M. Pandey, Financial Management, Vikas Publication.
- Singh, P. Security Analysis and Portfolio Management. Himalaya Publishing House, New Delhi.
- Fischer, D. E. & Jordan, R. J. Security Analysis and Portfolio Management. Pearson Education, New Delhi, Sixth Edition.
- Alexander, S. and Bailey. Fundamentals of Investments. PHI Learning, New Delhi.

2. BFSI & Risk:

End of Semester (University Exam)	75 Marks
Practical (CA)	25 Marks
Total	100 Marks
Total Credit	04

Objectives: Banking and financial markets encompass an ecosystem that channelizes money from those who have it i.e. savers/investors to those who need it i.e. borrowers. This ecosystem also facilitates a cross-border flow of funds through the exchange of currencies. Over the past years, this ecosystem of banks and financial markets (including Central Banks) has deepened in size, sophistication, and complexity. However, in recent times, they have also been the subject of abuse, failures, and economic distress in several countries resulting in a ‘contagion’ that has concurrently affected several countries around the world.

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Syllabus Content:

UNIT – I Overview of Risk Management in Banking and Financial Markets , Liquidity & Solvency Risk, Overview of Liquidity and Solvency , Managing Liquidity (CRR and SLR) ,Managing

Solvency & Capital Adequacy (BASEL – I) , Liquidity Risk Management , Operational Risk , Measuring and Managing Operational Risk.

UNIT – II Risks in Retail Lending ,Risks in Lending to SMEs , Measuring and Managing Credit Risk,Monitoring Credit Risk ,Credit Risk Assessment Models ,Loan Concentration Risk ,Loan Portfolio Risk Off-Balance Sheet Risk.

UNIT – III Overview of Interest Rate Risk ,Yield Curve: An Overview ,Measuring and Managing IRR: Repricing Model ,Measuring and Managing IRR: Duration Gap Analysis ,Managing IRR using Derivatives,Managing IRR Futures Managing IRR Swaps ,Foreign Exchange Risk: Introduction, Managing Foreign Exchange Risk: Transaction Exposure, Translation Exposure and Operating Exposure Managing Foreign Exchange Risk using Currency Futures, Managing Foreign Exchange Risk using Currency Options.

UNIT – IV Asset Securitization: An Overview,Asset Securitization: Basic Attributes, Cash Flows and Structuring,Asset Securitization: Payment Structure,Types of Securitization: Residential Mortgage Backed Securities (RMBS) and Credit Card Securitization,Credit Enhancements using CDS,Collateralized Debt Obligations.

UNIT – V Measuring Risks using VaR (Value at Risk),Basel II Guidelines for Capital Adequacy,Basel III Guidelines for Capital Adequacy,Measuring Risks using Stress Test,Regulation and Monetary Policy for Banks,Need for Independence of Central Banks,2008 Financial Crisis

Books Recommended:

- Vaidyanathan, K. (2018).Credit Risk Management for Indian Banks. SAGE Publication ltd
- Khan, M.Y.(2017). Indian Financial System. Tata McGraw-Hill Education
- Pathak, B.V.(2015), The Indian Financial System: Markets, Institutions and Services, 3 rd ed., Pearson publication.

D)Project: Visit to a Banking company and Project there on

E) Skill Enhancement Course:

Contemporary Issues:

Practical (CA)	50 Marks
Total	50Marks
Total Credit	02

Objectives: The course imparts an advanced training on the areas of social responsibilities to the students in the corporate sector to deal with the social values effectively in the recent time.

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Syllabus Content:

UNIT – I Women- Constitutional and legal rights, Forms of violations, Redressal mechanisms
Children- Constitutional and legal rights, Forms of violations, Redressal mechanisms.

UNIT – II People with Disabilities, Minorities, and the Elderly population- Constitutional and legal rights, Forms of violations, Redressal mechanisms.

UNIT – III Concept of Disaster and general effects of Disasters on human life- physical, psychological, economic and social effects.

UNIT – IV Human Rights issues in addressing disasters- issues related to compensation, equitable and fair distribution of relief and humanitarian approach to resettlement and rehabilitation.

Books Recommended:

1. Asthana, D. K., and Asthana, Meera, Environmental Problems and Solutions, S. Chand, New Delhi, 2012.
2. Bajpai, Asha, Child Rights in India, Oxford University Press, New Delhi, 2010.
3. Bhatnagar Mamta and Bhatnagar Nitin, Effective Communication and Soft Skills, Pearson India, New Delhi, 2011.
4. G Subba Rao, Writing Skills for Civil Services Examination, Access Publishing, New Delhi, 2014