
Third Year B. Com. Banking & Insurance

THIRD YEAR – SEMESTER V

- 5.1 Marketing in Banking and Insurance
- 5.2 Financial Services Management
- 5.3 International Banking and Finance
- 5.4 Financial Reporting & Analysis
- 5.5 Security Analysis and Portfolio Management
- 5.6 Auditing

MARKETING IN BANKING AND INSURANCE

Module 5.1

1. **Introduction** : Definition Marketing - Difference between sales and marketing
Types of marketing - a) Industrial Marketing b) Services Marketing c) Consumer Goods Marketing,
Marketing Mix (4 P's of marketing mix)
2. **Introduction to Services Marketing** : Definition and Classification - Characteristics of Services
Categories of Services - Services marketing mix - Introduction to Banking and Insurance as services.
3. **Services Marketing Mix** with reference to Banking & Insurance
7 P's of Service marketing mix. Importance of marketing mix elements. Strategies for effective
management of services marketing mix elements. Banking and Insurance as products. Services
marketing mix strategies for Banking & Insurance
4. **Customer in Services Marketing**
Buying behaviours - Buying roles and Importance of 'Place' with regards to services.
5. **Managing Service Quality** : Service quality model (Caps model) - Managing service gaps
6. **Advertising and Branding of services** (Managing Integrated Marketing Communication)
Identifying target audience. Determining communication objectives. Factors in setting marketing
communication mix.
7. **Managing product support**
Post sales services strategies and Major trends in customer service
8. **Managing Direct and on-line marketing**
Growth and benefits of Direct Marketing. Major Channels of Direct Marketing Marketing in 21st
Century to commerce

Recommended books

1. Marketing Management - Philip Kotler

2. Services Marketing - Valarie A. Zeithmal
3. Services Marketing - S. M. Jha
4. Services Sector Management - R. S. Masearnnas
5. The Essence of Service Marketing - Adrian Payne - Prentice Hall
6. "Marketing in the New Millennium - M. J. Xavier - Vikas Publishing House
7. "Principles of Marketing" - Philip Kotler

FINANCIAL SERVICES MANAGEMENT

Module 5.2

1. **Meaning** - Classification - Scope-Fund based activities - Non Fund based activities - Modern activities - Sources of revenue - causes for financial Innovation New Financial Products and services - Innovative Financial Instruments-Challenges Facing the Financial Service sector Saving Mobilisation
2. **Merchant Banking** : Definition - Origin - Merchant Banking in India - Merchant Banks and Commercial Banks - Services of Merchant Banks - Qualities required of Merchant Bankers in the market making process-Progress of Merchant Banking in India-Problems-Scope of Merchant Banking in India.
3. **Hire Purchase** : Features & Legal Position - Hire Purchase and Credit Sale - Hire Purchase and Installment Sale - Hire purchase and leasing - Origin and Development - Banks and Hire Purchase Business-Bank Credit for Hire Purchase.
4. **Leasing** : Definition - Steps in Leasing Transactions -Types of Lease - Financial Lease - Operating Lease - Leverage Lease - Sales and Lease Bank - Cross Border Lease - Installment Buying - Advantages and disadvantages of lease History and development - Legal aspects-Accounting Treatment of Lease - Structure of Leasing Industry - Problems - Prospects.
5. **Venture Capital** : Concept - Meaning - Features - Scope of Venture Capital - Importance -Origin - Initiative in India - Venture Capital Guidelines - Method of Venture Financing - Indian Scenario-Suggestion for the growth of Venture Capital.
6. **Mutual Funds** : Introduction - Meaning - Fund Unit v/s Share - Origin of the Fund - Types / Classification of Funds - Importance of Mutual Funds - Risk - Organisation of the Fund - Operation of the Fund-Facilities available to investors - Net Asset Value - Investor Rights - General Guidelines - Mutual Funds 2000 - Violations of Guidelines - Selection of a Fund - Commercial Banks and Mutual Funds - Mutual Funds abroad - Mutual Funds in India - Reason for slow Growth - Future of Mutual Funds Industry
7. **Discounting Factoring and Forfeiting** : Introduction - Discounting - Factoring - Meaning -Modus Operandi - Terms and Conditions - Functions - Types of Factoring - Factoring v/s Discounting - Cost of Factoring - benefits - Factoring in India - International Factoring - Definition - Types of Expert Factoring - Factoring in other Countries - Edit Factoring - Factoring - Definition - Factoring v/ s Forfeiting - Working of Forfeiting - Cost of Forfeiting - Benefits of Forfeiting - Drawbacks - Forfeiting in India.
8. **Securitisation of Debt** : What is Securitisation ? Definition - Securitisation v/s Factoring -Modus Operandi - Role of Merchant Bankers - Role of other Parties - Structure for securitization - Securitisable Asset - Benefits of securitisation - Conditions for Successful securitisation - Securitisation abroad - Securitisation in India Reasons for the unpopularity of securitisation -Future prospects of Securitisation.

9. **Derivatives** : Meaning - definition - kinds of Financial Derivatives - Forwards - Features of Forwards - Financial Forwards - Futures - Features of Futures - Types of Futures - Commodity Futures - Financial Futures - Forwards v/s Futures - Advantages of Forwards and Futures - Options - Features of Option - Share Option - Currency Option - Benefits - Swap - Features of Swap - Kinds of Swap-Advantages-Importance of derivatives-Inhibiting Factors-Derivatives in India.
10. **Credit Rating** : Definition and Meaning - Functions of Credit Rating - Origin - Credit Rating in India - Benefits of Credit Rating- Credit Rating agencies in India. CRISIL - IICRA - CARE -Limitations of Rating - Future of Credit Rating in India.
11. **Credit Cards**: What is a Credit Cards?- Who can be Member - Types of Credit Cards - New types of Credit Cards - Parties to Credit Card - Procedure at the time of Purchase - Procedure for Reimbursement - Facilities offered to Card Holders - Benefits - Demerits - Credit Card Business in India - Future Prospects.

INTERNATIONAL BANKING AND FINANCE

Module 5.3

1. Evolution of international banking
2. International banking: functional overview- banking for financing of exports and imports of goods and services. International payments system.
3. International capital markets - financial market flows beyond national boundaries, debt and non-debt flows; volatile and stable flows; interest rate differentials and their role in demand for and supply of funds across borders.
4. Offshore banking centers and their role in international financing. Global balance sheet of banks. Asset and liability management of foreign banks.
5. International lending, Policies and practices, Transaction cost and risks in international lending. Profitability of international banking. Loans to foreign corporations, syndicated loans; financing foreign governments. Issues of information symmetries and adverse selection. Regulatory and supervisory aspects. Trends in international banking in India.
6. Foreign exchange risks; the exchange rate swings and their effects on banks' net worth.
7. Perceptions of international rating agencies. Country risk. International financial stability and the central role of banks in financial stability.
8. Issues relating to international financial architecture.

Recommended books

1. Sharma R. D. - International Banking; Contemporary Issues, New Delhi. Himalaya Pub. 1992
2. Apte P.G. - International Finance: A Business Perspective. New Delhi. Tata McCrow-Hill.2003
3. Verma, B.P. - International Finance: Theory and Practice, Mumbai, Allied Publishers, 2002
4. Sharma V. - International Financial Management, New Delhi, Prentice-hall of India - 2000
5. Seth A.K. - International Financial Management, New Delhi, Galgotia, 2000.
6. Vij, Madhu - International Financial Management, New Delhi,-Excel Book, 2003

FINANCIAL REPORTING & ANALYSIS

Module 5.4

- A. Preparation & Presentation of Corporate final Accounts and Reports for Trading, Manufacturing and other companies in accordance with Companies Act, 1995 (as amended from time to time) and for Banks in accordance with banking regulations and for Insurance Companies in accordance with Insurance Legislation.
- B. Study of Accounting Standards prescribed by the Institute of Chartered Accountants of India relevant for compilation of above accounts.
- C. Study of Accounting Policies from annual reports of listed companies, banks, and insurance companies.
- D.
 - I) Study of Disclosures by way of notes from annual reports of listed companies, branches and insurance companies
 - II) Analysis and interpretation of the contents of annual reports of companies covering the following:
 - a) Chairman's Statement.
 - b) Director Report & Annexure
 - c) Management Discussion & Analysis
 - d) Corporate Governance Disclosures
 - e) Compliance Certificate in Corporate Governance Auditors Report
 - f) Annexure to Auditors Report including CARO Balance Sheet
 - g) Profit & Loss Account
 - h) Schedules forming part of the Accounts
 - i) Statement u/s 212 of the Companies ct, 1956
 - j) Balance Sheet Abstract.
- E. Financial Analysis and Interpretation of final Accounts using tools of financial management and investment analysis like ratio analysis, funds flow, cash flows, and common size statements.

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Module 5.5

1. An Overview.

- 1.1 Investment Alternatives
- 1.2 Investment Attributes
- 1.3 How does Various Investment Avenues Compare?
- 1.4 Investment versus Speculation
- 1.5 Financial Markets
- 1.6 Portfolio Management Process
- 1.7 Sources of Investment Risk
- 1.8 Approaches to Investment Decision making.

2. Investment Alternatives:

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

3. **Securities Market:**

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| 3.1 Primary Equity Market | 3.2 Secondary Market and its Operations |
| 3.3 NSE and BSE | 3.4 Buying and Selling Shares |
| 3.5 Stock Market Quotations and Stock Market indices | 3.6 SEBI and Future Challenges |
| 3.7 Stock Market Abroad | 3.8 Government Securities Market |
| 3.9 Corporate Debt Market | 3.10 Money Market |
4. **Risk and Return:**

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| 4.1 Measuring Historical Return | 4.2 Measuring Historical Risk |
| 4.3 Measuring Expected (Ex Ante) Return & Risk | |
5. **The Time Value of Money :**

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| 5.1 Time Lines and Notation | 5.2 Future Value of a Single Amount |
| 5.3 Present Value of a Single Amount | 5.4 Future Value of an Annuity |
| 5.5 Present Value of an Annuity | 5.6 Intra-Year Compounding and Discounting |
6. **Financial Statement Analysis:**

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| 6.1 Financial Statement | 6.2 Financial Ratio |
| 6.3 Comparative Analysis | 6.4 Du Pont Analysis |
| 6.5 Applications of Financial Statement Analysis | 6.6 Problems in Financial Statement Analysis |
| 6.7 Guidelines for Financial Statement Analysis | |
7. **Portfolio Theory:**

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|-------------------------------|-----------------------|
| 7.1 Portfolio Return | 7.2 Portfolio Risk |
| 7.3 Portfolio Diversification | 7.4 Optimal Portfolio |
| 7.5 The Single Index Model | |
8. **Capital Asset Pricing Model:**

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| 8.1 Basic Assumptions | 8.2 Capital Market Line |
| 8.3 Security Market Line | 8.4 Inputs Required for Applying CAPM |
| 8.5 Empirical Evidence on Capital Asset Pricing Model | |
9. **Efficient Market Hypothesis:**

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| 9.1 Random Walk and Search for Theory | 9.2 What is an Efficient Market? |
| 9.3 Empirical Evidence on Weak Form Efficient Market Hypothesis | 9.4 Empirical Evidence on Semi-Strong form Efficient Market Hypothesis |
| 9.5 Empirical Evidence on the Strong-form Efficient Market Hypothesis | 9.6 An Alternative Paradigm |
| 9.7 What is the Verdict? | 9.8 Implications for Investment Analysis |
10. **Analysis and valuation of Debt :**

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| 10.1 Types & Features of Debt Instruments | 10.2 Bond Pricing |
| 10.3 Bond Yields | 10.4 Risk in Debt |
| 10.5 Interest Rate Risk | 10.6 Rating of Debt Securities |
| 10.7 The Yield Curve | 10.8 Determinants of Interest Rates |
| 10.9 Analysis of Convertible Bonds | 10.10 Bond Portfolio Management |
11. **Equity Valuation:**

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|---|-------------------------------------|
| 11.1 Balance Sheet Valuation | 11.2 Dividend Discount Model |
| 11.3 Earnings Multiplier Approach Return and Growth | 11.4 Earnings-Price Ratio, Expected |
| 11.5 Equity Portfolio Management | |

12. Fundamental Analysis:

- 12.1 Macroeconomic Analysis
- 12.2 Industry Analysis
- 12.3 Company Analysis: The Study of Financials
- 12.4 Company Analysis: Going Beyond Numbers
- 12.5 Estimation of Intrinsic Value
- 12.6 Some Tools for Judging Undervaluation of overvaluation.

13. Technical Analysis:

- 13.1 What is Technical Analysis?
- 13.2 Charting Techniques
- 13.3 Technical Indicators
- 13.4 Testing Technical Trading Rules
- 13.5 Evaluation of Technical Analysis

14. Options:

- 14.1 How Options Work
- 14.2 Options and Their Payoffs Just Before Expiration
- 14.3 Option Strategies
- 14.4 Factors Determining Option Values
- 14.5 Binomial Model for Option Values
- 14.6 Black and Scholes Model
- 14.7 Equity Options in India.

15. Futures:

- 15.1 Features of a Futures Contract
- 15.2 Futures Contracts: The Global Scene
- 15.3 Equity Futures in India
- 15.4 Pricing of Future Contracts
- 15.5 Use of Futures Contracts

16. Port Folio Management Framework

- 16.1 Specification of Investment objectives & constraints
- 16.2 Selection of Asset Mix
- 16.3 Formulation of Port Folio strategy
- 16.4 Selection of Securities
- 16.5 Portfolio Execution
- 16.6 Portfolio Revision
- 16.7 Performance Evaluation

AUDITING

Module 5.6

- A. Introduction to different types of audits including higher forms of audits. Viz Internal Audit, External (Statutory) Audit, Financial Statement Audit, Cost Audit, Due Diligence Audit, Management Audit, Proprietary Audit, Environment Audit Social Audit and Auditing in a computerized environment.
- B. Financial Statement Audit of Corporate Banks and Insurance Companies, including there in the planning of audit, the execution of audit and the reporting of audit results-clear report, qualified reports and disclaimer of opinion
- C. Study of auditing standards prescribed by the. Institute of Chartered Accounts of India.
- D. Study of qualifications, observations and remarks in auditor's reports of listed companies, banks and insurance companies.
- E. Role of Regulatory authorities like Department of Company Affairs, SEBI, RBI, IRDA and Comptroller & Auditor General of India.
- F. Study of portfolio of an auditor-independence, professionalism, professional competencies. Responsibilities, rights, duties and liabilities of an auditor.
- G. Role of ethics and regulation in auditing profession-provisions relating to appointment removal and misconduct of an auditor.
- H. Role of auditor vis-a-vis audit committees and corporate governance Principles.

THIRD YEAR – Semester VI

- 6.1 Strategic Management
- 6.2 Central Banking
- 6.3 International Business
- 6.4 Human Resource Management -Banking & Insurance
- 6.5 Business Ethics & Corporate Governance
- 6.6 Turnaround Management

STRATEGIC MANAGEMENT

Module 6.1

- (A) An overview of Strategic Management, Levels of Strategic Management, Organizational Strategists, strategic management, Process Environmental considerations, context of strategic management, formulating & implementing strategy. The Dynamic Nature of the Model.
- (B) The Environment of strategic Management.
 - 1) The Social facet: Ethics, Social responsibility of Business, (Traditional view versus Emerging Trends & issues) the social contract of Business.
 - 2) The Political Facet : Govt. & Business, Govt's Role (Historic Role Vs Emerging Role). Cost and implications of Govt. intervention. Recent Trends.
 - 3) The Technological facet: Issues in Technology and Solutions. Impact of Technology on Business.
 - 4) The Economic facet: A conduit for social, political and Technological forces,. Role of competition. National and Global Trends.
- (C) Strategy Formulation
 - 1) Mission, vision and Goals, Environmental Scanning, Organizational Assessment using Organizational and Environment Information, Objective Setting. Strategy Setting.
 - 2) Tools of corporate level Strategic management. The Boston Consulting Group matrix. The GE Planning Grid, The Life Cycle concept. The Mckinsey 7-S Framework.
 - 3) Strategies: Integration, Diversification, Disinvestment, Downsizing.
- (D) Activating Strategies
 - 1) Organizational Structure, Does structure. Drive strategy or strategy drive structure. Different organizational structures for different strategies.
 - 2) Resource Mobilization Viz. Money, Markets, Machine, Material, Men. (Human Resources)
 - 3) Leadership and Motivation as Key drivers of Strategy.
 - 4) Role of creativity and innovation.
 - 5) Evaluation and control of strategies. Standards, Bench marking. Benefit Cost Analysis of Options, Performance gap Analysis, Responsibility centers, ROI, Budgeting.

Reference Books

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

CENTRAL BANKING

Module 6.2

1. Why Central Banks? An overview of the functions of Central banks; Objectives of Central banks. RBI - Role functions and organizational structure.
2. Instruments of Central Banking Policy- Bank Rate, cash Reserve Ratio (CRR), open Market operations, selective credit control etc. Their working & efficacy in the India context.
3. RBI and rural credit, industrial Finance. RBI and non-banking financial companies. Regulation & supervision.
4. Financial sector reform and the role of the RBI.
5. Credit creation and money supply determination process, reserve money and money supply; the sources and uses of money supply.
6. The conduct of Central banking in open and market-oriented economies. Uncertainties and risks in integrated financial systems; the new orientations in traditional functions; the changing face of monetary policy management in open and market oriented economics; transmission mechanism of monetary policy.
7. Issues of financial stability and autonomy and independence of Central banks.

Recommended Books

1. Decock, M.H.-Central Banking, 4th Edition, New Delhi. UBSPD, 1997
2. Nigam, B.M.-Banking in India in Eighties, New Delhi Documentation Centre. 1986
3. Blinder, A.S. -Central Banking in Theory and Practice, Cambridge, MIT Press, 1998
4. Seshadri R. K.-The art of Central Banking and Essays, Bombay, Bankers Training College. RBI, 1989
5. Avadhani V. A. - Theory and practice of Central Banking in India: Edn. Rev. & Updated Edn.1985
6. Desai. Vasant - Money and Central Banking, Bombay, Himalaya Pub. House, 1957
7. Basu, C. R - Central Banking in Planned Economy: An Indian Experiment, New Delhi, Tata McGraw-Hill, 1977.
8. Kapila, R. & Kapila K. - India's Banking and Financial Sector in the New Millennium Chapters, 3,4, 6, Central Banking, Ghaziabad, Academic Foundation. 2001

INTERNATIONAL BUSINESS

Module 6.3

What is International Business?

- Growing importance of International Business.
- Difference between Domestic and International Business.

International Business In The 21st Century.

- The Global Business Environment- The role of History
- Analyzing the environmental factors for international business.
- Importance of the Economic and Political environment in the process of internationalization
- International Business Environment & India.
- The Impact of Technology.

Foreign Direct Investment.

- International Trade and Foreign Direct Investment:
- UNCTAD World Investment Report 2000-2001.
- Growth of FDI post World War II, changes in patterns of World Trade and production.
- Protectionism, Discuss and Evaluate arguments for and against it.
- Impact of FDI on distribution of wealth.
- Legal Aspects of International Business.
- Legal environment for international business.
- Importance of intellectual property rights and patents.
- Importance of the regulatory mechanisms in Europe, USA and other major countries concerning imports.
- Importance of laws relating to product packaging, labeling etc.
- WTO - Legal Implications and anti dumping.

Economic Integration.

- Theory comparative advantage and its importance to international business.
- Role of organizations like the IMF, World Bank, WTO etc.
- Role of regional trade groups and market agreements.

International Strategy

- Globalization of an existing business.
- Business expansion strategies.
- Studying the competitiveness for globalization
- Studying the country and company competitiveness.
- Market research and data collection.

International Marketing.

- International Market's selection for an existing business. Dynamics of product and market selection.
- Systematic selection of international markets-industry and company sales potential estimation and making of an international business plan.
- Segmentation of international markets and consumer's selection.
- Analyzing international competition in each market and designing of the winning international marketing strategies.

Transnational Corporations.

- Emergence of Multinational & Transnational Corporations.
- Role of Transnational Corporations.
- Multi-location manufacturing.
- The process of building of an MNC.

International Human Resource Management

- Business ethics and Values-Corruption. Enron Case Study.
- Importance of Relationships marketing for creating competitive advantage in the international business.
- International HRM Strategy.
- Conflicts between Corporate and National Pressures.
- International Managers-Problems faced in recruiting and retaining such managers.
- Impact of Religion and Culture.
- Labour markets / skills and training

International Financial Markets.

- Growth of Financial Markets-London, New York, Tokyo.
- Deregulation of markets & emerging markets - financial hubs.
- Disintermediation of markets due to deregulation and technology.
- Integration of markets e.g. Euro, NAFTA, SAARC, ASEAN, etc.
- Cross border Alliances.

Export Finance And Risk Management.

- Export / Import Finance in India.
- Major variables in the financial environment for international business.
- Currency risks and how to formulate safe international marketing strategies.
- Foreign Exchange Risk Management.
- Types of contracts in international business-Terms of payment.
- Letters of Credit and their importance in the international business.
- Financial risks in the international transactions and how to avoid them.
- Role of ECGC and EXIM Bank.
- Import / Export documentation in India.
- Business Risks and the Importance of proper documentation in international business.

International Business Environment in India

- Imports related environment in India and other countries. Role of RBI, Customs, DGFT etc.
- Export related policies in India and other countries.
- Export benefits in the Indian environment and the likely future scenario. Special Economics Zones.
- Impact of export benefits on production pricing.
- Export pricing in India-A case study.

Balance of Payments.

- Trade and Investment Theories.
- Importance of Balance of Payments.
- Different Exchange Rate mechanisms-implications.
- Implications of full convertibility.
- IMF, World Bank-Their role and implications for International Business.

HUMAN RESOURCE MANAGEMENT -BANKING & INSURANCE

Module 6.4

- 1) Human Resource Management-Nature, Scope & objectives- Organization of Human Resource Department-Functions of Human Resource Management-Human Resource Manager-Role and Functions of Human Resource Manager in Banking & Insurance Sectors-Human Resource Planning - Human Resource Development.
- 2) Personnel Policies-Personnel policies in Banking & Insurance sectors-Job Analysis & Design-Recruitment & Selection-Orientation & Placement - Training & Development-Performance Appraisal & Job Evaluation- Remuneration & Incentives- Promotions & Transfers-Motivation- Comparative study of service conditions in Financial Institutions, Insurance cos., Industries & Government / Semi-Government Sectors.
- 3) Participative Management-Employee Communication-Employee Welfare-Employee safety & Health-Industrial Relations-Ethics & Human Resource Management-Human Resource Audit.

- 4) Human Resource Management in Banks & Financial Institutions-Personnel policies in Scheduled Banks, Commercial Banks-Co-Operative Banks & other financial Institutions like UTI, ICICI, HDFC etc. Customer Relationship Management in Banking & Financial Institutions.
- 5) Human Resource Management in Insurance Sector-Personnel Policies in LIC, G. I. Corporation & other Insurance-Cos-Customer Relationship Management in Insurance Sector.
- 6) Corruption, Frauds, Seams in Financial Institutions -Their effects on Investors, shareholders & the Society-The role of vigilance department in controlling corruption and frauds-Disciplinary actions
- 7) Case studies.

Recommended Books

- 1) Scientific Management-Taylor F. Harper & Brothers, New York, 1911.
- 2) Principles & Practice of Management-Terry C. R. Homewood, III, Richard Irwin, 1960
- 3) Principles and Practice of Management - L. M. Prasad, S. Chand & Sons.
- 4) Management Challenges for 21st Century-Peter Drucker.
- 5) H.R. & Personnel Management-K-Aswathappa, Tata McGraw Hill.
- 6) Man Power Planning in Banks-Pandey R.K., Deep & Deep, New Delhi-1992.
- 7) Principles of Management in Banking-Hiramat Sridhar.
- 8) Finance Institutions & Market structure, Growth & Innovations-Tala McGraw Hill, New York(Bhole L.M.)
- 9) Indian Financial Systems-Bhole L. M. Chugh Publications, Allahabad (2000)
- 10) Human Resource Management-M.S.Saiyadain-Tata McGraw Hill.
- 11) Personnel: The Management of Human Resource-Robbins, Stephens, Prentice Hall of India
- 12) In the wonderland of Indian Managers-Sharu Rangnekar, Vikas Publishing House, New Delhi.

BUSINESS ETHICS & CORPORATE GOVERNANCE

Module 6.5

1. Business Ethics & Values-Work Culture - Un ethical Behavior in Business & its reasons-fair & unfair Business Practices.
2. Corporate Governance in Globalized Economy – MNCs / TNCs & Business Ethics Accountability of Managers & Directors-Functioning of private & public sector Cos. Governance of private & public sector Cos. Corporate Governance in Banking & Financial Institutions-Good corporate Governance-protection of interest of customers & investors-customer friendly business activities.
3. Code of conduct in Business Houses-fairness & Justice in Administration - Social Responsibilities of Business.
4. Business Ethics an important tool in building Business Reputation- Professional Board of Directors-Transparency in decision-making & operations-importance of effective & efficient system of Governance in globalised economy-Ethics & corporate integrity, measure for improving ethical standards & morals.
5. Corruption, Frauds & Seams in financial Institutions- Economical & Social effects of corruption, frauds, seams etc.-Banking operations & ethics- Functioning of Insurance Cos.& ethics-Measures to reduce corruption a) Preventive Measures b) Curative Measures-Role of computerization & I.T. in detecting fraud, scams etc. Zero Tolerance of corruption.
6. M. R. T. P. Act -M. R. T. P. Commission

TURNAROUND MANAGEMENT

Module 6.6

1. **Introduction** : Definition of Turnaround - Reasons that lead to turnaround - Effects of competition
– Industrial sickness - Turnaround package
2. **Organization and Management concepts**
 - Today's Business Organization
 - Survival & Growth Strategies
 - Business World in Transition
 - 21st Century Organization and its Business Strategies for 21st Century.
3. **The Nature, Significance, of Business Process Reengineering.**
 - Introduction to Business Process
 - Core Business Processes
 - Need for Process Redesign
 - Underlying Premises of BPR
 - Redesign of Business Processes
 - Generic Business Processes to be redesigned
 - Context and Considerations for Process Redesign
 - The Central Thrust of BPR and A Critical Appraisal of BPR.
4. **Implementation of BPR**
 - Requirements for BPR Implementation
 - Principles of Reengineering
 - Use of Consultants in BPR
 - Reengineering Team
 - Activity Mapping for BPR and Bench marking for BPR.
5. **Problems, Issues, Scope, and Trends in BPR**
 - Problems, & Issues in Implementing BPR
 - From Business Process Redesign to Business System Redesign
 - Developmental Trends in BPR
6. **Appraisal of BPR**
 - Ensuring the results of BPR- Outcome and Achievement of Reengineering
 - Performance measures of successful BPR
 - Points of caution in BPR - Redesigning the ORGANISATION
7. **Managing Change in Indian Context.**
 - Implications of Turnaround
 - Effect of liberalization
 - BPR in Indian Context- Examples of BPR companies in India (case study)

References:

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