



Re- accredited with A ++ Grade (CGPA 3.65) by NAAC
Category- I University Status awarded by UGC

No. AAMS_UGS/ICC/2024-25/222

Date: 03rd February, 2025

CIRCULAR:-

Attention of all the Principals of the Affiliated Colleges, Directors of the Recognized Institutions and the Head of the University Departments is invited to this office Circular No. AAMS_UGS/ICC/2024-25/111 dated 22nd August, 2024 relating to the Syllabus for the M.Com (Banking & Finance) (Sem. III).

They are hereby informed that the recommendations made by the Ad-hoc Board of Studies in B.Com. (Banking & Insurance) (BBI) & B.Com. (Investment Management) (BIM) at its meeting held on 15th December, 2024 and subsequently passed by the Board of Deans at its meeting held on 27th January, 2025 vide item No. 7.1 (N) have been accepted by the Academic Council at its meeting held on 27th January, 2025 vide item No. 7.1 (N) and that in accordance therewith syllabus for the M.Com (Banking & Finance) (Sem.- IV) is introduced as per appendix (NEP 2020) with effect from the academic year 2024-25.

(The said circular is available on the University's website www.mu.ac.in).

MUMBAI – 400 032
03rd February, 2025


(Dr. Prasad Karande)
REGISTRAR

To,

The Principals of the Affiliated Colleges, Directors of the Recognized Institutions and the Head of the University Departments.

AC 7.1 (N) /27/01/2025

Copy forwarded with Compliments for information to:-

- 1) The Chairman, Board of Deans,
- 2) The Dean, Faculty of Commerce & Management,
- 3) The Chairman, Ad-hoc Board of Studies in B.Com. (Banking & Insurance) (BBI) & B.Com. (Investment Management)(BIM),
- 4) The Director, Board of Examinations and Evaluation,
- 5) The Director, Department of Students Development,
- 6) The Director, Department of Information & Communication Technology,
- 7) The Director, Centre for Distance and Online Education (CDOE), Vidyanagari,
- 8) The Deputy Registrar, Admissions, Enrolment, Eligibility & Migration Department (AEM).

Copy forwarded for information and necessary action to :-	
1	The Deputy Registrar, (Admissions, Enrolment, Eligibility and Migration Dept)(AEM), dr@eligi.mu.ac.in
2	The Deputy Registrar, Result unit, Vidyanagari drresults@exam.mu.ac.in
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6	The Deputy Registrar, College Affiliations & Development Department (CAD), deputyregistrar.uni@gmail.com
7	The Deputy Registrar, PRO, Fort, (Publication Section), Pro@mu.ac.in
8	The Deputy Registrar, Executive Authorities Section (EA) eau120@fort.mu.ac.in He is requested to treat this as action taken report on the concerned resolution adopted by the Academic Council referred to the above circular.
9	The Deputy Registrar, Research Administration & Promotion Cell (RAPC), rapc@mu.ac.in
10	The Deputy Registrar, Academic Appointments & Quality Assurance (AAQA) dy.registrar.tau.fort.mu.ac.in ar.tau@fort.mu.ac.in
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17	The Director, Centre for Distance and Online Education (CDOE), Vidyanagari, director@idol.mu.ac.in
18	Director, Innovation, Incubation and Linkages, Dr. Sachin Laddha pinkumanno@gmail.com
19	Director, Department of Lifelong Learning and Extension (DLLE), Dlleuniversityofmumbai@gmail.com

Copy for information :-

1	P.A to Hon'ble Vice-Chancellor, vice-chancellor@mu.ac.in
2	P.A to Pro-Vice-Chancellor pvc@fort.mu.ac.in
3	P.A to Registrar, registrar@fort.mu.ac.in
4	P.A to all Deans of all Faculties
5	P.A to Finance & Account Officers, (F & A.O), camu@accounts.mu.ac.in

To,

1	The Chairman, Board of Deans pvc@fort.mu.ac.in
2	Faculty of Humanities, Dean 1. Prof.Anil Singh Dranilsingh129@gmail.com Associate Dean 2. Dr.Suchitra Naik Naiksuchitra27@gmail.com 3.Prof.Manisha Karne mkarne@economics.mu.ac.in
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As Per NEP 2020

University of Mumbai



Title of the program
M.Com. (Banking & Finance)

Syllabus for

Semester – Sem.- IV
Ref: GR dated 16th May, 2023 for Credit
Structure of PG

(With effect from the academic year 2024-25)

University of Mumbai



(As per NEP 2020)

Sr. No.	Heading	Particulars
1	Title of program O: _____	M.Com. (Banking & Finance)
2	Scheme of Examination R: _____	NEP 50% Internal 50% External, Semester End Examination Individual Passing in Internal and External Examination
3	Standards of Passing R: _____	40%
4	Credit Structure R: _____	Attached herewith
5	Semesters	Sem. IV
6	Program Academic Level	6.5
7	Pattern	Semester
8	Status	New
9	To be implemented from Academic Year	2024-25

Dr. Sunil Karve

Dr. Sunil Karve
Chairman of
Banking &
Insurance and
Investment
Management

Prin. Kishori Bhagat
Offg. Associate Dean
Faculty of
Management

Prof. Kavita Laghate
offg. Associate Dean
Faculty of Commerce
& Management

Sign of the
Offg. Dean
Dr. Ravindra Bambardekar
Faculty of Commerce &
Management

Preamble

1) Introduction

The M.Com in Banking & Finance Course is two year full time program aimed to provide trained professional and generate avenue for employment in BFSI sector. The expansion in BFSI sector and technological advancements has led to rapid changes in finance sector creating a need for skills as per market for young bankers and aspiring financial professionals

2) Aims and Objectives

- Impart the students with higher level knowledge and understanding of contemporary trends in Banking & Finance Sector
- 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
- Train the students on teamwork, lifelong learning and continuous professional development

3) Learning Outcomes

- To provide a systematic and rigorous learning and exposure to Banking and Finance related disciplines.
- 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.
- To acquaint a student with conventional as well as contemporary areas in the discipline of Commerce.
- To enable a student well versed in national as well as international trends.
- To facilitate the students for conducting business, accounting and auditing practices, role of regulatory bodies **in corporate and financial sectors nature of various financial instruments.**

4) Any other point (if any)_

5. Credit Structure of the program (Sem-I, II, III & IV) (Table as per Parishisht 1 with Sign of HOD and Dean)

Exit option: PG Diploma (44 Credits after Three Year UG Degree)

R. CP-10B

II	6.5	Sem III	Treasury Management 4 Credits Rural Banking 4 Credits Accounting of Banking Financial Sector 4 Credits Securitization Act 2002 2 Credits	Credits 4 Insurance Marketing OR Mutual Funds OR E-Banking Auditing of Banking and Financial Sector OR Customer Services and Relationship Management			4	22	PG Degree After 3-Yr. UG
		Sem IV	Financial Planning- 4 Credits Universal Banking 4 Credits Demonetisation and Currency Management - 4 Credits	Credits 4 Fraud Management in Banking OR Management of Banking Products & Services OR Role of Banks in Financial Inclusions OR Wealth Management OR Bank Management			6	22	
Cum. Cr. For 1 Yr PG Degree			26	8			10	44	
Cum. Cr. For 2 Yr PG Degree			54	16	4	4	10	88	

Note:- *The number of courses can vary for totaling 14 Credits for Major Mandatory Courses in a semester as illustrated

Semester -IV

Mandatory 1

Programme Name: M. Com (Banking & Finance)

Course Name: Financial Planning

Total Credits: 04

University assessment: 50

Total Marks: 100

College assessment: 50

Pre-Requisites

Basic understanding of personal finance, investment options, and risk management principles.

Introduction

This course focuses on the principles and techniques of financial planning to help individuals and organizations achieve their financial goals. It covers topics such as budgeting, investment strategies, retirement planning, tax planning, and risk management, equipping students with the tools necessary to design effective financial plans.

Aims & Objectives

1. To understand the fundamentals of financial planning and its importance.
2. To develop skills for creating effective financial plans for individuals and organizations.
3. To analyse various investment and risk management strategies.

Course Outcomes

- **CO1:** Understand the key components of financial planning and their interrelationships.
- **CO2:** Evaluate investment options and design effective portfolio strategies.
- **CO3:** Apply tax planning and retirement planning strategies to achieve financial goals.

MODULE I: Fundamentals of Financial Planning (2 Credits)

Unit 1: Introduction to Financial Planning

1. **Definition and Importance of Financial Planning**
 - Explain the concept of financial planning with real-life examples.
 - Discuss its importance in achieving financial goals for individuals, households, and businesses.
 - Emphasize the role of financial planning in wealth creation and management.
2. **Steps in the Financial Planning Process (Practical)**

- Detail the 6-step financial planning process (establishing goals, gathering data, analyzing the data, developing a plan, implementing the plan, and monitoring progress).
 - Discuss practical applications for each step using case studies or scenarios.
 - Introduce students to the importance of aligning plans with financial goals.
- 3. Ethical and Legal Considerations in Financial Planning**
- Overview of ethical issues like conflict of interest, fiduciary responsibility, and confidentiality.
 - Explore legal frameworks affecting financial advisors, including regulatory requirements and consumer protection laws.
 - Conduct discussions on professional standards and their impact on client relationships.

Unit 2: Budgeting and Cash Flow Management

- 1. Creating and Managing Budgets(Practical)**
- Teach techniques for creating personal and corporate budgets.
 - Focus on categorizing income and expenses into fixed, variable, and discretionary components.
 - Provide hands-on activities to prepare and manage budgets using tools like spreadsheets.
- 2. Analysing Income, Expenses, and Savings(Practical)**
- Instruct students on identifying and evaluating income sources and expense patterns.
 - Emphasize the significance of savings and its impact on financial health.
 - Conduct exercises to calculate and interpret key metrics like savings ratios.
- 3. Tools for Tracking and Optimising Cash Flow(Practical)**
- Introduce cash flow management software and mobile applications.
 - Discuss strategies to improve cash flow, such as expense reduction and income enhancement.
 - Assign practical projects requiring students to optimize hypothetical cash flow scenarios.

MODULE II: Investment and Risk Management (2 Credits)

Unit 3: Investment Planning(Practical)

- 1. Overview of Investment Vehicles**
- Explain the characteristics, benefits, and risks of different investment options like stocks, bonds, mutual funds, and real estate.
 - Compare these vehicles to help students understand their suitability for different financial goals.
 - Incorporate real-world data to teach the process of evaluating investment instruments.
- 2. Principles of Asset Allocation and Diversification**
- Explain the concepts of asset allocation and portfolio diversification.

- Teach techniques for allocating investments based on age, risk tolerance, and financial goals.
- Analyze sample portfolios to demonstrate the impact of diversification on risk reduction.

3. Risk and Return Analysis

- Introduce risk assessment techniques, such as beta and standard deviation.
- Discuss the trade-off between risk and return using historical data.
- Conduct activities where students analyze the risk-return profiles of different investment instruments.

Unit 4: Risk Management and Insurance Planning(Practical)

1. Identifying and Assessing Financial Risks

- Discuss different types of financial risks: market risk, credit risk, liquidity risk, and inflation risk.
- Teach methods to assess and quantify these risks.
- Analyze case studies on managing financial risks effectively.

2. Role of Insurance in Financial Planning

- Explain the importance of insurance in mitigating financial risks.
- Discuss how insurance supports long-term financial stability and protects assets.
- Share examples of how insurance plays a role in comprehensive financial planning.

3. Types of Insurance: Life, Health, Property, and Liability

- Provide an overview of key insurance types and their coverage.
- Discuss the criteria for selecting the right insurance policies.
- Conduct role-playing activities where students act as financial planners recommending insurance plans to clients.

References

1. George Rejda, "Principles of Risk Management and Insurance."
2. Gitman & Joehnk, "Personal Financial Planning."
3. Robert Brokamp, "The Only Investment Guide You'll Ever Need."
4. Government and industry reports on financial planning practices.
5. Case studies and research papers on financial planning strategies.

Mandatory 2

Programme Name: M. Com (Banking & Finance)

Course Name: Universal Banking

Total Credits: 04

University assessment: 50

Total Marks: 100

College assessment: 50

Pre-Requisites

Basic knowledge of commercial banking, financial services, and the regulatory framework of banking institutions.

Introduction

This course explores the concept of Universal Banking, where financial institutions offer a wide range of banking and financial services under a single roof. It examines the evolution, advantages, and challenges of universal banking models and their role in economic growth and financial inclusion.

Aims & Objectives

1. To understand the concept and scope of Universal Banking.
2. To study the operational framework and regulatory aspects of Universal Banking.
3. To analyze the benefits and risks associated with Universal Banking.

Course Outcomes

- **CO1:** Comprehend the structure and functions of Universal Banks.
- **CO2:** Evaluate the regulatory and operational challenges in implementing Universal Banking models.
- **CO3:** Assess the impact of Universal Banking on the economy and financial markets.

MODULE I: Introduction to Universal Banking (2 CREDITS)

Unit 1: Concept and Evolution of Universal Banking

1. Definition and Scope of Universal Banking

- Define Universal Banking and its key characteristics.
- Discuss the broad scope, including retail, investment, and corporate banking services, along with non-banking financial services like asset management and insurance.

- Explain how Universal Banking differs from traditional and specialized banking models.

2. Historical Development of Universal Banking

- Explore the origins of Universal Banking and its growth across different economies.
- Highlight milestones in the evolution of Universal Banking, including regulatory changes and financial innovation.
- Discuss historical case studies, such as the Universal Banking system in Germany and its role in the country's economic development.

3. Comparative Analysis of Universal Banking Systems Globally

- Compare Universal Banking models in developed (e.g., U.S., U.K.) and emerging markets (e.g., India, Brazil).
- Highlight the differences in operational frameworks, regulatory landscapes, and service offerings.
- Discuss the influence of economic and cultural factors on Universal Banking practices globally.

Unit 2: Functions and Services of Universal Banks

1. Range of Services Offered: Retail, Investment, and Corporate Banking

- Provide an overview of retail banking (savings accounts, loans, etc.), investment banking (underwriting, M&A), and corporate banking (corporate lending, cash management).
- Explore how Universal Banks integrate these services to provide a one-stop solution for clients.

2. Integration of Banking and Financial Services

- Discuss how Universal Banks combine banking with ancillary financial services like wealth management, insurance, and stockbroking.
- Highlight the advantages of integrated service delivery for clients and banks.
- Examine operational synergies and challenges in offering diverse services.

3. Role in Promoting Financial Inclusion

- Explain how Universal Banks contribute to financial inclusion by offering services across urban and rural areas.
- Discuss initiatives for microfinance, SME financing, and low-cost banking services.
- Analyze case studies of Universal Banks driving inclusive growth in developing economies.

MODULE II: Operational Framework and Challenges (2 CREDITS)

Unit 3: Regulatory Framework of Universal Banking

1. Role of Central Banks and Regulatory Authorities

- Discuss the supervisory role of central banks in regulating Universal Banks.
- Highlight key regulatory bodies (e.g., RBI in India, Federal Reserve in the U.S.) and their mandates.

- Explain the impact of monetary and fiscal policies on Universal Banks.
- 2. Compliance with Banking Laws and International Standards**
 - Provide an overview of banking laws, such as Basel norms, and their implications for Universal Banks.
 - Discuss anti-money laundering (AML) measures, know-your-customer (KYC) compliance, and other regulatory requirements.
 - Highlight global standards and frameworks for risk assessment and financial stability.
- 3. Risk Management Practices in Universal Banking**
 - Explain the importance of robust risk management in mitigating credit, market, operational, and systemic risks.
 - Discuss tools and strategies used in risk management, such as stress testing, credit analysis, and portfolio diversification.
 - Analyze the role of technology in modern risk management frameworks.

Unit 4: Opportunities, Risks, and Challenges

- 1. Benefits of Universal Banking: Economies of Scale and Diversification**
 - Discuss how Universal Banks achieve economies of scale through integration and technology adoption.
 - Explore the role of diversification in improving profitability and reducing risks.
 - Use financial data to demonstrate the cost and revenue advantages of Universal Banking models.
- 2. Risks: Concentration Risk, Conflict of Interest, and Systemic Risk**
 - Explain the concept of concentration risk and its implications for financial stability.
 - Discuss ethical concerns and conflicts of interest arising from the dual roles of Universal Banks in retail and investment banking.
 - Highlight systemic risks posed by the large-scale operations of Universal Banks, particularly during financial crises.
- 3. Case Studies on Universal Banking Models in India and Abroad**
 - Conduct an in-depth analysis of successful Universal Banking models like Deutsche Bank (Germany), ICICI Bank (India), and JPMorgan Chase (U.S.).
 - Highlight the operational frameworks, challenges, and strategic decisions of these banks.
 - Include lessons learned from failures or crises involving Universal Banks, such as the 2008 financial crisis.

References

1. K. C. Shekhar & Lekshmy Shekhar, "Banking Theory and Practice."
2. Reserve Bank of India reports and guidelines on Universal Banking.
3. Y. Venugopal Reddy, "Lectures on Economic and Financial Sector Reforms in India."

4. International Monetary Fund (IMF) publications on banking structures.
5. Research papers and case studies on Universal Banking.

University of Mumbai

Mandatory 3

Programme Name: M. Com (Banking & Finance)

Course Name: Demonetisation and Currency Management

Total Credits: 04

Total Marks: 100

University assessment: 50

College assessment: 50

Pre-Requisites

Pre-Requisites

Basic understanding of monetary systems, principles of banking, and the role of central banks.

Introduction

This course provides an in-depth analysis of demonetisation and currency management, focusing on its rationale, implementation, and impact on the economy. It equips students with the knowledge of the key principles and strategies employed by central banks to manage currency in circulation and the broader implications of demonetisation policies.

Aims & Objectives

1. To understand the concept and objectives of demonetisation.
2. To evaluate the economic and social impacts of demonetisation.
3. To explore the principles and practices of currency management in modern economies.

Course Outcomes

- **CO1:** Develop a comprehensive understanding of demonetisation, its history, and objectives.
- **CO2:** Analyze the impact of demonetisation on financial institutions, businesses, and society.
- **CO3:** Gain insights into currency management strategies and the role of central banks in monetary policy.

MODULE I: Demonetisation: Concepts, History, and Impact (2 CREDITS)

Unit 1: Understanding Demonetisation

1. **Definition and Significance of Demonetisation**

- Define demonetisation and its meaning in the context of monetary policy.
 - Explain why governments use demonetisation as a tool (e.g., combating corruption, black money, and counterfeit currency).
 - Discuss the significance of demonetisation in influencing economic activities like consumption, savings, and investments.
- 2. Historical Instances of Demonetisation in India and Globally**
- Examine India's experiences with demonetisation (e.g., 1946, 1978, and 2016).
 - Explore global examples, such as demonetisation in the U.S. (1969), Zimbabwe, and the European transition to the Euro.
 - Compare the goals, execution, and outcomes of these policies across different countries.
- 3. Objectives and Rationale Behind Demonetisation Policies**
- Discuss the primary objectives of demonetisation, such as promoting digital payments, removing counterfeit notes, and curbing tax evasion.
 - Analyze the economic theories behind demonetisation, such as the velocity of money and the impact on money supply.
 - Explore the political and social motivations behind demonetisation decisions.

Unit 2: Economic and Social Impacts of Demonetisation

- 1. Short-term and Long-term Impacts on the Economy**
- Short-term effects: cash shortages, disruptions in supply chains, and impacts on GDP.
 - Long-term effects: changes in savings and investment behavior, promotion of formal banking, and digital payment adoption.
 - Use case studies and data to evaluate the immediate and enduring economic consequences.
- 2. Effects on Banking and Financial Systems**
- Discuss the increase in deposits and liquidity in banks post-demonetisation.
 - Analyze the role of financial institutions in facilitating remonetisation and transitioning to digital transactions.
 - Evaluate the strain on ATMs, banks, and financial systems during demonetisation.
- 3. Social Consequences and Public Response to Demonetisation**
- Examine the impact of demonetisation on various social groups, including small businesses, rural populations, and daily wage earners.
 - Discuss public reactions, including protests, acceptance, and adaptation.
 - Use surveys and reports to illustrate how different societies have responded to demonetisation events.

MODULE II: Currency Management and Role of Central Banks (2 CREDITS)

Unit 3: Principles and Practices of Currency Management

- 1. Functions of Currency Management**
- Explain the role of currency management in ensuring adequate and efficient circulation of currency in the economy.
 - Discuss the lifecycle of currency: design, issuance, circulation, and withdrawal.

- Highlight the importance of maintaining confidence in the monetary system through effective currency management.
- 2. Role of Central Banks in Controlling Currency Supply**
 - Discuss how central banks (e.g., RBI, Federal Reserve, ECB) regulate currency issuance and supply.
 - Analyze tools like open market operations, CRR, and monetary policy to control liquidity.
 - Explain how central banks ensure the availability of currency in remote and underserved areas.
- 3. Security Features and Counterfeit Currency Detection**
 - Educate on the security features embedded in banknotes, such as watermarks, holograms, and microprinting.
 - Discuss the challenges of counterfeit currency and its economic implications.
 - Introduce methods and technologies used in detecting counterfeit notes, including digital tools and apps.

Unit 4: Post-Demonetisation Challenges and Reforms

- 1. Challenges in Remonetisation and Liquidity Management**
 - Explore issues like cash shortages, ATM recalibration, and uneven distribution of currency post-demonetisation.
 - Discuss central bank strategies to manage liquidity and maintain economic stability during remonetisation.
- 2. Digital Payment Systems as an Alternative to Cash**
 - Highlight the role of demonetisation in promoting digital payment systems like UPI, mobile wallets, and online banking.
 - Discuss the benefits and limitations of digital payments as substitutes for cash.
 - Analyze the rise of FinTech and innovations in the payment ecosystem post-demonetisation.
- 3. Policy Reforms and Future Trends in Currency Management**
 - Discuss lessons learned from demonetisation and their influence on policy reforms in currency management.
 - Explore emerging trends, such as Central Bank Digital Currencies (CBDCs) and the move toward cashless economies.
 - Debate the future of currency management in a digital-first world.

References

- 1. Reserve Bank of India Publications on Currency Management.
- 2. Bimal Jalan, "The Future of India: Politics, Economics, and Governance."
- 3. Urjit Patel, "Overdraft: Saving the Indian Saver."
- 4. Government reports and white papers on demonetisation.
- 5. Research papers and case studies on demonetisation and its impact.

Electives 1

Programme Name: M. Com (Banking & Finance)

Course Name: Management of Banking Products & Services

Total Credits: 04

Total Marks: 100

University assessment: 50

College assessment: 50

Pre-Requisite:

Pre-Requisites

Understanding of basic banking operations, deposit and loan mechanisms, and financial regulations.

Introduction

This course provides a comprehensive overview of banking products and services, covering deposit products, loan products, and other associated banking services. It emphasizes the methodologies, calculations, and regulatory requirements necessary for managing these products effectively.

Aims & Objectives

1. To understand various deposit and loan products offered by banks.
2. To learn the methodologies for calculating interests, EMIs, and maturities.
3. To explore the regulatory requirements and innovative services in banking.

Course Outcomes

- **CO1:** Gain knowledge of different banking products and their features.
- **CO2:** Develop skills to calculate interest, EMI, and maturity values for deposit and loan products.
- **CO3:** Analyze the regulatory and operational frameworks governing banking products and services.

MODULE I: Deposit & Loan Products (2 CREDITS)

Unit 1: Demand and Time Deposits

1. **Demand and Time Deposits:** Different types of accounts,
 - Different types of accounts, Types (short-term, long-term) and options (interest payout or cumulative).
 - Practical calculation of interest and maturity value using case scenarios.

- **Recurring Deposits:** Explanation of their purpose, popularity, and maturity value calculations.
- 2. **Innovative Deposit Products**
 - Explore customized products like flexi-fixed deposits, senior citizen deposits, and tax-saver FDs.
 - Analyze their unique features and market positioning strategies.
- 3. **Regulatory Requirements**
 - Overview of Know Your Customer (KYC) requirements, Prevention of Money Laundering Act (PMLA), and other compliance guidelines.
 - Discuss the impact of these regulations on deposit product operations and customer onboarding.

Unit 2: Personal and Business Finance

1. **Personal Finance Products**
 - **Types of Loans:** Detailed analysis of housing loans, vehicle loans, education loans, personal loans, and gold loans.
 - **Key Loan Features:** Loan tenure, EMI calculation, interest types (fixed vs. floating), processing charges, and prepayment conditions.
 - Practical exercises: EMI calculation for different loan products using formulas or software.
2. **Business Finance Products**
 - **Cash Credit and Overdraft Facilities:** Explanation of working capital financing and overdraft limits.
 - **Term Loans:** Differentiation between mortgage and non-mortgage term loans.
 - **Case Studies:** Analysis of lending products tailored for SMEs and large corporations.
3. **Loan Approval Process**
 - Overview of the end-to-end loan approval process, including creditworthiness assessment, documentation, and sanctioning.
 - Role-play activity: Students simulate a loan approval scenario as bank officials.
 - Fixed vs. Floating Rate Loans, Discuss how RBI's Repo and Reverse Repo rates influence lending rates.

MODULE III: Other Products and Services (2 CREDITS)

Unit 3: Banking Products

1. **Certificate of Deposits (CDs)**
 - Explanation of CDs as negotiable money market instruments.
 - Discuss their features, issuance process, and target customers (corporates, institutions).
2. **Fund-Based Services**
 - **Bill Purchase and Discount:** Mechanism, benefits for businesses, and risk assessment.
 - **Lease Finance and Hire Purchase Finance:** Key differences, advantages for businesses, and practical use cases.
 - Practical exercises: Simulate scenarios involving bill discounting and leasing agreements.

3. Non-Fund Based Services

- **Letter of Credit (LC):** Importance in trade finance, types (sight, usance), and advising/confirmation.
- **Bank Guarantees and Letters of Undertaking (LOU):** Role in securing credit and trade obligations.
- **Other Services:** Credit reports, solvency certificates, and co-acceptance of bills.
- **Case Study:** Analyze the use of LC in an international trade transaction.

Unit 4: Banking Associated Services

1. Additional Banking Services

- **Executors and Trustees:** Role of banks in estate and trust management.
- **Safe Deposit Vaults:** Features and operational procedures.
- **Payment and Settlement Services:** Overview of cheque processing, pay orders, demand drafts, and electronic systems like RTGS, NEFT, ECS.

2. Digital Banking Products

- **Prepaid Cards and Wallet Services:** Features and applications.
- **Credit Cards and Debit Cards:** Key features, differences, and benefits.
- **ATM Services and Standing Instructions:** Operational benefits for customers and banks.
- Discussion on innovations in digital banking services and their impact on customer convenience

References

1. Indian Institute of Banking & Finance, "Banking Products and Services."
2. K.C. Shekhar & Lekshmy Shekhar, "Banking Theory and Practice."
3. Reserve Bank of India publications on banking regulations.
4. Research papers and case studies on banking product management.
5. Government guidelines and industry reports on banking innovations.

Electives 2

Programme Name: M. Com (Banking & Finance)

Course Name: Bank Management

Total Credits: 04

University assessment: 50

Total Marks: 100

College assessment: 50

Pre-Requisites

Basic understanding of banking operations, financial systems, and regulatory frameworks.

Introduction

This course focuses on the principles and practices of bank management, covering the administrative structure, branch management, management practices, and overall bank administration. It provides a comprehensive understanding of the roles and responsibilities within banking institutions, emphasizing operational efficiency and regulatory compliance.

Aims & Objectives

1. To understand the administrative structure and management practices of banks.
2. To develop skills for effective branch management and customer relationship management.
3. To analyze the importance of audits, compliance, and human resource management in banks.

Course Outcomes

- **CO1:** Understand the administrative and organizational structure of banks.
- **CO2:** Develop proficiency in branch management and customer service techniques.
- **CO3:** Gain insights into bank administration practices, including audits and HR management.

MODULE I: Administrative Structure of Banks (2 CREDITS)

Unit 1: Administrative Structure of Commercial and Cooperative Banks

1. **Committees and Departments in Commercial Banks**

- Discuss the role and functions of key committees, such as credit, risk, and audit committees.
- Overview of important departments, such as credit, operations, compliance, and customer service.
- Analyze the interdepartmental coordination required for smooth functioning.
- 2. Administrative Structure of Cooperative Banks: Committees and Authorities**
 - Highlight the governance structure of cooperative banks, including elected boards and member representation.
 - Discuss the roles of committees like loan approval, audit, and grievance redressal in cooperative banks.
- 3. Structure and Role of Treasury and Loan Recovery Departments**
 - Explain the importance of treasury management in liquidity, risk, and profitability.
 - Discuss strategies and techniques for loan recovery, including legal processes and resolution frameworks.
- 4. Duties and Responsibilities of the CEO of a Bank**
 - Outline the strategic and operational responsibilities of a bank CEO.
 - Discuss leadership qualities and decision-making skills required to manage a bank effectively.
 - Analyze case studies of prominent bank CEOs and their management styles.

Unit 2: Branch Structure and Operations

- 1. Structure and Staffing Pattern of a Bank Branch**
 - Explain the hierarchical structure of a branch, including roles like branch manager, assistant manager, cashiers, and support staff.
 - Discuss staffing patterns based on branch size, location, and operational requirements.
- 2. Control on Cash, Strong Room, and Lockers**
 - Discuss best practices for cash handling, strong room access, and locker management.
 - Explain security measures, insurance, and regulatory compliance for cash and locker operations.
- 3. Role and Responsibilities of a Branch Manager**
 - Highlight the managerial, operational, and customer service roles of a branch manager.
 - Discuss leadership and team management skills required for effective branch operations.
- 4. Importance and Techniques of Customer Relationship Management (CRM) at the Branch Level**
 - Discuss the significance of CRM in retaining and acquiring customers.
 - Explore techniques like customer segmentation, personalized service, and feedback systems.
 - Role-play activity: Simulate a CRM strategy for a retail banking branch.

MODULE III: Bank Management Practices (2 CREDITS)

Unit 3: Operational and Planning Practices

- 1. Allocation of Duties and Monitoring at Branch Offices**
 - Discuss the importance of clear duty allocation among branch staff.
 - Explain monitoring techniques to ensure operational efficiency and compliance.
- 2. Target Allocation and Planning: Deposits and Loans**
 - Discuss the process of setting and monitoring deposit and loan targets at branch and regional levels.
 - Explore factors influencing deposit mobilization and loan disbursement planning.
- 3. Sources of Deposits: Factors Influencing Mobilization of Deposits**
 - Analyze the various sources of deposits (retail, corporate, NRI, etc.).
 - Discuss marketing strategies for mobilizing deposits in different customer segments.
- 4. Information System Audit: Importance, Process, and Compliance**
 - Explain the objectives and scope of information system audits in banks.
 - Discuss processes for ensuring compliance with IT security standards and regulations.
 - Use case studies to demonstrate the consequences of weak information system controls.

Unit 4: Administrative Roles and Compliance

- 1. Structure of Board of Directors in Public, Private, and Cooperative Banks**
 - Explain the governance framework and board composition in different types of banks.
 - Highlight the roles of independent directors and executive members.
- 2. Responsibilities and Code of Conduct for Board of Directors**
 - Discuss the fiduciary responsibilities and ethical conduct expected from board members.
 - Analyze corporate governance practices in banks, including transparency and accountability.
- 3. Bank Audits: Internal Audit System and Statutory Audit**
 - Explain the objectives, scope, and process of internal audits in banks.
 - Discuss the statutory audit framework and its role in regulatory compliance.
- 4. Human Resource Management in Banks: Recruitment and Training**
 - Explore the recruitment process for bank staff, including skill requirements and assessment techniques.
 - Discuss the importance of continuous training and development programs in building staff competencies.
 - Case study: Examine HR strategies in a leading bank to attract and retain talent.

References

1. K.C. Shekhar & Lekshmy Shekhar, "Banking Theory and Practice."
2. Indian Institute of Banking & Finance, "Bank Management."

3. Reserve Bank of India guidelines on bank administration and audits.

4. Research papers and case studies on bank management practices.

Government and industry reports on HR management and compliance in banks

University of Mumbai

Electives 3

Programme Name: M. Com (Banking & Finance)

Course Name: Fraud Management in Banking

Total Credits: 04

University assessment: 50

Total Marks: 100

College assessment: 50

Pre-Requisites

Basic knowledge of banking operations, financial regulations, and risk management principles.

Introduction

This course provides a detailed understanding of fraud management in the banking sector, focusing on the identification, prevention, and mitigation of fraudulent activities. It explores the regulatory frameworks, investigative techniques, and the role of technology in combating fraud.

Aims & Objectives

1. To understand the types and causes of fraud in banking operations.
2. To learn the methods for detecting and preventing fraud.
3. To analyze regulatory requirements and best practices in fraud management.

Course Outcomes

- **CO1:** Identify various types of frauds in banking operations.
- **CO2:** Apply techniques to detect and prevent banking frauds.
- **CO3:** Understand the regulatory and technological frameworks for effective fraud management.

MODULE I: Types and Causes of Banking Frauds (2 CREDITS)

Unit 1: Overview of Banking Frauds

1. Definition and Classification of Frauds

- Define banking frauds and their implications for financial institutions and customers.
- Classify frauds based on categories such as operational, cyber, and financial frauds.

2. Common Types of Frauds

- **Cheque Fraud:** Forgery, altered cheques, and stolen cheques.
 - **Cyber Fraud:** Phishing, vishing, ransomware attacks, and SIM swaps.
 - **Identity Theft:** Fake IDs for loans, credit card misuse, and account takeover.
 - **ATM Fraud:** Skimming, cloning, and card trapping.
 - **Loan Fraud:** Submission of forged documents, willful defaults, and misappropriation of funds.
3. **Causes and Motivations Behind Banking Frauds**
 - Discuss internal and external factors contributing to fraud (e.g., lack of internal controls, greed, weak regulations).
 - Analyze psychological and economic motivations behind fraudulent activities.
 - Case studies on real-world fraud incidents to highlight causes and consequences.
 4. **Steps to Manage Fraud Incidents**
 - Immediate actions: blocking accounts, freezing transactions, and securing evidence.
 - Communication protocols: informing stakeholders, customers, and regulators.

Unit 2: Regulatory Framework

1. **Role of RBI and Other Regulatory Bodies in Fraud Management**
 - Explore RBI guidelines for fraud detection, reporting, and management.
 - Discuss the role of SEBI (for financial frauds) and cybercrime authorities.
2. **Guidelines and Compliance Requirements for Fraud Prevention**
 - Discuss key regulatory frameworks like the Prevention of Money Laundering Act (PMLA) and Information Technology Act.
 - Explain fraud reporting timelines and responsibilities of banks under RBI's Master Directions.
3. **Case Studies on Regulatory Actions Against Banking Frauds**
 - Analyze regulatory responses to significant banking frauds in India and globally (e.g., Nirav Modi case, PNB fraud).
 - Discuss the effectiveness of penalties and preventive measures.
4. **Insurance Coverage for Fraud Losses**
 - Explain the role of insurance in mitigating fraud losses.
 - Discuss common fraud insurance products and their coverage limitations.

MODULE II: Fraud Prevention and Detection (2 CREDITS)

Unit 3: Prevention Mechanisms

1. **Internal Controls and Checks**
 - Discuss the role of internal audits, dual control, and segregation of duties in fraud prevention.
 - Explain how regular audits reduce opportunities for fraud.
2. **Employee Training and Awareness Programs**
 - Emphasize the importance of staff training in recognizing suspicious activities.
 - Discuss the role of whistleblower policies in fraud prevention.
3. **Customer Education on Secure Banking Practices**
 - Teach strategies for educating customers on phishing, safe online practices, and card safety.

- Case examples of banks running fraud-awareness campaigns.
- 4. **Role of Audit and Compliance in Fraud Prevention**
 - Discuss the compliance team's role in monitoring adherence to anti-fraud policies.
 - Explain how regular compliance checks mitigate risks.

Unit 4: Detection Techniques

1. **Data Analytics and Fraud Detection Tools**
 - Explore how data mining and pattern recognition tools help detect anomalies.
 - Discuss fraud detection software used by banks.
2. **Red Flags and Warning Signs in Banking Transactions**
 - Teach students how to identify red flags such as unusual transaction patterns, sudden changes in account behavior, or discrepancies in documents.
3. **Investigative Techniques and Forensic Audits**
 - Discuss the role of forensic accounting in tracing fraud.
 - Explain techniques like document analysis, tracing funds, and fraud profiling.
4. **Role of Technology in Fraud Detection**
 - Explore the use of AI and machine learning in predictive fraud detection.
 - Discuss the potential of blockchain in creating tamper-proof transaction records.

References

1. Indian Institute of Banking & Finance, "Fraud Prevention and Control."
2. Reserve Bank of India guidelines on fraud management.
3. Deloitte, "Banking Fraud: Risks and Controls."
4. Research papers and case studies on banking frauds.
5. Publications on technology-driven fraud detection systems.

Electives 4

Programme Name: M. Com (Banking & Finance)
Course Name: Role of Banks in Financial Inclusions
Total Credits: 04
University assessment: 50

Total Marks: 100
College assessment: 50

MODULE I: Financial Inclusion and Role of Banks (Credits: 2)

Unit 1:

- 1. Introduction to Financial Inclusion: Concept, Importance, and Economic Implications**
 - Definition of financial inclusion and its significance in reducing poverty and promoting inclusive growth.
 - Understanding the role of financial inclusion in fostering economic development.
 - Discuss the socio-economic implications of financial exclusion and how financial inclusion addresses these challenges.
- 2. Role of RBI and Government Policies in Financial Inclusion**
 - RBI initiatives such as the Priority Sector Lending (PSL) norms, Lead Bank Scheme, and Financial Literacy Centres.
 - Overview of government policies like Jan Dhan Yojana, DBT, and Financial Literacy campaigns.
 - Regulatory framework introduced by the RBI to improve financial access.
- 3. Role of Public Sector Banks and their Strategies for Financial Inclusion**
 - Discuss the strategies adopted by public sector banks (PSBs), including branch expansion in rural areas, Business Correspondent (BC) models, and no-frills accounts.
 - Analyze the performance of PSBs in implementing government initiatives for financial inclusion.
- 4. Mobile Banking and Digital Payments**
 - Overview of mobile banking and its impact on reaching underserved populations.
 - Analysis of digital payment systems, including Aadhaar Enabled Payment System (AEPS), and their adoption in rural and semi-urban areas.

Unit 2:

- 1. Functions of Commercial Banks and their Role in Financial Inclusion**
 - Core functions of commercial banks and their relevance to financial inclusion.
 - Providing credit and deposit facilities to underprivileged sections of society.
- 2. Role of Private and Foreign Banks in Financial Inclusion**
 - Comparative analysis of the performance of private and foreign banks in financial inclusion.
 - Initiatives like specialized financial products for marginalized communities.
- 3. Role of FinTech in Promoting Financial Inclusion**

- Role of technology-driven platforms like digital wallets, peer-to-peer lending, and crowdfunding in improving financial access.
 - Case studies on FinTech companies driving financial inclusion in India.
- 4. Impact of the Unified Payments Interface (UPI)**
- Detailed discussion on UPI as a game-changer in digital payments.
 - Its role in creating a cashless economy and boosting financial inclusion.

MODULE II: Financial Inclusion Schemes and Programmes in India (Credits: 2)

Unit 3:

- 1. Microfinance: Concept, Role, and Importance**
 - Definition and working mechanisms of microfinance institutions (MFIs).
 - How microfinance facilitates access to credit for the unbanked population.
- 2. Role of Self-Help Groups (SHGs) in Financial Inclusion**
 - Importance of SHGs in mobilizing savings and providing credit to rural households.
 - Government initiatives supporting SHGs and their success stories.
- 3. Role of Regional Rural Banks (RRBs) in Rural Financial Inclusion**
 - Importance of RRBs in providing affordable financial services to rural areas.
 - Challenges faced by RRBs and their contributions to financial inclusion.
- 4. National Rural Livelihood Mission (NRLM)**
 - Objectives and structure of NRLM.
 - The impact of NRLM on rural financial inclusion and empowerment of rural women through SHGs.

Unit 4:

- 1. Pradhan Mantri Jan Dhan Yojana (PMJDY): Objectives, Eligibility, and Benefits**
 - Key features of PMJDY, including zero-balance accounts, insurance coverage, and overdraft facilities.
 - Performance and achievements of PMJDY in financial inclusion.
- 2. Direct Benefit Transfer (DBT) Schemes**
 - Concept and importance of DBT in ensuring transparency and eliminating middlemen.
 - Key DBT schemes and their impact on reducing leakage in subsidy distribution.
- 3. Atal Pension Yojana (APY)**
 - Detailed overview of APY, including its objective of providing pension security to unorganized sector workers.
 - Eligibility criteria, benefits, and implementation challenges.
- 4. Pradhan Mantri Jeevan Jyoti Bima Yojana (PMJJBY)**
 - Objectives and features of PMJJBY, such as affordable life insurance for all citizens.
 - Impact assessment and the role of banks in its implementation.
- 5. Pradhan Mantri Suraksha Bima Yojana (PMSBY): Objectives, Role, and Benefits**

- Overview of PMSBY as a low-cost accident insurance scheme.
- Discussion on the uptake and success of PMSBY in rural and urban areas.

References:

1. Chakrabarty, K. C. (2011). Financial Inclusion – A Road India Needs to Travel.
2. World Bank. (2020). Financial Inclusion Overview.
3. Kumar, N. (2018). Role of Commercial Banks in Financial Inclusion.
4. Ghosh, S. (2020). FinTech and Financial Inclusion in India.
5. Basu, P., & Srivastava, P. (2005). Scaling Up Microfinance for India's Rural Poor
6. Government of India (2014) PMJDY Guidelines.
7. Ministry of Finance Reports on DBT

Electives 5

Programme Name: M. Com (Banking & Finance)

Course Name: Wealth Management

Total Credits: 04

University assessment: 50

Total Marks: 100

College assessment: 50

Pre-Requisites:

- Basic understanding of financial concepts, such as time value of money, risk, and return.
- Familiarity with investment instruments like mutual funds, stocks, and bonds.
- Knowledge of financial markets and regulatory frameworks.

Introduction:

Wealth management is a strategic approach to managing an individual's or an institution's financial assets to achieve long-term financial goals. This course aims to provide students with an in-depth understanding of the processes, tools, and strategies involved in effective wealth management. Students will also explore investment planning, tax optimization, estate planning, and client relationship management, focusing on practical applications in real-world scenarios.

Aims & Objectives:

1. To equip students with the knowledge and skills to design comprehensive wealth management plans for individuals and businesses.
2. To enhance understanding of various investment instruments, risk management techniques, and financial planning tools.
3. To develop competency in managing client relationships and addressing financial complexities through ethical and strategic wealth management practices.

Course Outcomes (CO):

- **CO1:** Students will gain the ability to analyze financial needs and develop tailored wealth management plans.
- **CO2:** Students will understand the principles of investment planning, tax efficiency, and estate management.
- **CO3:** Students will develop skills in client advisory, ethical wealth management, and the use of technology in financial planning.

MODULE I: Fundamentals of Wealth Management (2 CREDITS)

Unit 1: Introduction to Wealth Management

- Definition and scope of wealth management.
- Key components: Investment planning, tax planning, retirement planning, and estate planning.
- The role of a wealth manager and essential skills for effective client advisory.
- Overview of global trends and practices in wealth management.

Unit 2: Investment Planning and Asset Allocation

- Understanding client goals, risk tolerance, and investment horizon.
- Types of investments: Equity, debt, mutual funds, real estate, and alternative investments.
- Principles of asset allocation and portfolio diversification.
- Case studies: Developing and optimizing client investment portfolios.

MODULE II: Advanced Wealth Management Practices (2 CREDITS)

Unit 3: Tax and Retirement Planning

- Tax planning: Strategies for tax efficiency, understanding tax laws, and exemptions.
- Importance of retirement planning: Pension plans, annuities, and retirement savings schemes.
- Tools and techniques for creating sustainable retirement income plans.
- Practical applications: Designing tax-efficient retirement strategies.

Unit 4: Estate Planning and Ethical Wealth Management

- Fundamentals of estate planning: Wills, trusts, and power of attorney.
- Legal aspects: Estate taxes, inheritance laws, and succession planning.
- Ethical considerations in wealth management: Fiduciary responsibility and conflict of interest.
- Emerging trends: Role of technology and AI in wealth management.

References:

1. Kapoor, J. R., Dlabay, L. R., & Hughes, R. J. Personal Finance.
2. Chandra, P. Investment Analysis and Portfolio Management.
3. Bhalla, V. K. Investment Management: Security Analysis and Portfolio Management.
4. Fabozzi, F. J. Handbook of Wealth Management.
5. Reilly, F. K., & Brown, K. C. Investment Analysis and Portfolio Management.

Letter Grades and Grade Points:

Semester GPA/ Programme CGPA Semester/ Programme	% of Marks	Alpha-Sign/ Letter Grade Result	Grading Point
9.00 - 10.00	90.0 - 100	O (Outstanding)	10
8.00 - < 9.00	80.0 - < 90.0	A+ (Excellent)	9
7.00 - < 8.00	70.0 - < 80.0	A (Very Good)	8
6.00 - < 7.00	60.0 - < 70.0	B+ (Good)	7
5.50 - < 6.00	55.0 - < 60.0	B (Above Average)	6
5.00 - < 5.50	50.0 - < 55.0	C (Average)	5
4.00 - < 5.00	40.0 - < 50.0	P (Pass)	4
Below 4.00	Below 40.0	F (Fail)	0
Ab (Absent)	-	Ab (Absent)	0

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