

**JAI HIND COLLEGE**

**BASANTSING INSTITUTE OF SCIENCE  
&**

**J.T.LALVANI COLLEGE OF COMMERCE  
(AUTONOMOUS)**

**"A" Road, Churchgate, Mumbai - 400 020, India.**

**Affiliated to  
University of Mumbai**

**Program: B. Com**

**Proposed Course: Banking and Insurance**

**Semester VI**

**Credit Based Semester and Grading System (CBGS) with effect  
from the academic year 2020-21**

<b>BBI- Semester VI</b>				
<b>Course Codes</b>		<b>Course Title</b>	<b>Credits</b>	<b>Lectures</b>
				<b>/Week</b>
CBBI601	Core Course	International Banking System	6	8
CBBI602	Core Course	Introduction to Reinsurance	6	8
CBBI603	Core Course	Financial Reporting & Analysis	6	8
CBBI604	Compulsory Course	Enterprise Risk Management	4	6
CBBI605	Compulsory Course	Strategic Management	4	6
CBBI606	Applied Course	Project Work	4	4



**Semester VI**

<p><b>Course Code</b> <b>CBBI601</b></p>	<p align="center"><b>International Banking System</b> <b>(Credits : 06 Lectures/Week : 08)</b></p>	
	<p><b>Objectives:</b></p> <p>To build professional competence and enhance decision making skills in International banking system</p> <p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>➤ Will enable students to be aware of international banking system</li> <li>➤ Will create awareness about international banks and authorities and its wide potential</li> </ul>	
	<p align="center"><b>THEORY</b></p>	
<p><b>Sub Unit</b></p>	<p><b>Unit – I: Introduction</b></p>	<p align="center"><b>15 lectures</b></p>
	<p>Concept of Money Market, Developed and Less developed Money Market, Their Characteristics &amp; Importance.</p> <p>English Banking System – Bank of England, Origin and Growth, Organizational Structure, Functions, Monetary Policy, Commercial Banking System</p> <p>Offshore Accounts – Panama papers</p>	
	<p><b>Unit – II: Federal Reserve System</b></p>	
	<p>Origin, Organizational Structure and Working, Commercial Banking in USA, Unit Banking and Branch Banking and Factors for its Growth in USA</p> <p>New York Money Market – Constituents and Working, Comparison between London</p> <p>Money Market and New York Money Market</p>	

	London Money Market - Market Constituents working and credit Instrument- Euro Dollar.	
	<b>Unit – III: European Monetary Union</b>	<b>20 lectures</b>
	- European Central Bank, Organization Structure and Functions Bank of Japan- Structure and Working, Commercial Banking system of Japan, Industrial Banking in Japan Asian Development Bank- Functions, Structure and Working.	
	<b>Unit – IV: Indian Banking</b>	<b>20 lectures</b>
	Reserve Bank of India- Functions, Monetary and Credit Policy And Evaluation, Achievements and Failures of R.B.I, Indian Money Market, Constituents, Characteristics, Defects and Measures, Banking Reforms in India. NABARD International Financial Institutions- I.M.F. and I.B.R.D, I.D.A, IFC, BRICS- New Development Bank.	
<b>Additional References:</b>	<ol style="list-style-type: none"> <li>1. Sayers R.S. – Modern Banking</li> <li>2. Basu S.K. – Contemporary Banking Trends.</li> <li>3. Saxena K.B. – International Banking: Banking Theory and Principal Banking Systems (Hindi)</li> <li>4. Machenize K. – Banking Systems of Great Britain, French, Germany and U.S.A.</li> <li>5. Goswami V.K. – International Banking</li> </ol>	

### Evaluation Scheme

#### I. Continuous Assessment (C.A.) - 40 Marks

Test / projects / Assignment

#### II. Semester End Examination (SEE) - 60 Mark

<b>Course Code</b>  <b>CBBI602</b>	<b>Introduction to Reinsurance</b>  <b>(Credits : 06 Lectures/Week : 08)</b>	
	<p><b>Objectives</b></p> <p>The course is designed keeping in mind the dynamism and contemporary developments within the domestic and the international insurance and reinsurance markets. Aimed at maintaining relevance with newly emerging concepts, trends and practices at the market place, the contents of the course exhaustively deals with emerging ideas in respect of reinsurance markets, financial security, alternatives to reinsurance and information processing for reinsurance decisions.</p> <p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>➤ The course is rewritten in line within the revised syllabus and readers would find the contents meaningful in better understanding as well as gaining knowledge of the reinsurance.</li> <li>➤ The course should also prove useful not only to those appearing for the fellowship examination, but also to the general reader interested in the subject</li> </ul>	
	<b>THEORY</b>	
<b>Sub Unit</b>	<b>Unit – I: Basics of Reinsurance</b>	<b>15 lectures</b>
	<p>Role and Functions of Reinsurance , Introduction to Reinsurance ,Functions of Reinsurance , Types of Reinsurance , Purpose &amp; Need of Reinsurance , Reinsurance Markets , Types of Reinsurance Contracts, Facultative Reinsurance, Treaty Reinsurance, Facultative Obligatory Treaty, Methods of Reinsurance Contracts , Proportional Reinsurance - Quota Share Treaty , Surplus Treaty, Quota Surplus Treaty Non-Proportional Reinsurance , Excess of Loss – Working Per Risk , Excess of Loss – Catastrophe , Stop Loss</p>	

	<b>Unit – II: Reinsurance Market in India</b>	<b>20 lectures</b>
	Role of Broker in Reinsurance Market , Reinsurance Retention Decision a) Relevant Factors b) Past Data c) Mathematical Models , Excess of Loss Cover a) Financial Aspects b) Excess of Loss Rating , Common Reinsurance Clauses a) Cut through Clause b) Follow the Fortune Clause c) Set off Clause d) Currency Clause e) Accounting Clause f) Hours Clause	
	<b>Unit – III: Reinsurance Categories</b>	<b>20 lectures</b>
	Property Reinsurance , Liability Reinsurance , Marine And Aviation Reinsurance, Life Reassurance, Alternative Risk Transfer (ART) a) Finite Reinsurance b) Insurance Risk Securitization – CAT Bonds c) Insurance Derivatives – Futures, Options, Swaps	
	<b>Unit – IV: Reinsurance Accounting &amp; Management</b>	<b>20 lectures</b>
	To trace catastrophe disasters and insured losses in India; how to go about insuring the so-far uninsured population, properties, etc. & International markets / Lloyds Market – Slips ; Underwriting Documents	
<b>Additional References:</b>	<ul style="list-style-type: none"> <li>➤ Reinsurance – Christopher Paine</li> <li>➤ Reinsurance Simplified- Jagendra Rana</li> <li>➤ <a href="https://ambitiousbaba.com/wp-content/uploads/2019/01/IC-85-reinsurance.pdf">https://ambitiousbaba.com/wp-content/uploads/2019/01/IC-85-reinsurance.pdf</a></li> </ul>	

### Evaluation Scheme

#### I. Continuous Assessment (C.A.) - 40 Marks

Test / projects / Assignment

#### II. Semester End Examination (SEE) - 60 Marks

<b>Course Code</b>  <b>CBBI603</b>	<b>Financial Reporting &amp; Analysis</b>  <b>(Credits : 06 Lectures/Week : 08)</b>	
	<p><b>Objectives</b></p> <p>Financial Analysis and reporting is an integral part of overall financial analysis carried out by various business organizations in India and all around the world. It depicts the financial health of any company and helps the companies to augment their financial resources and management of generated funds efficiently. It compels the business firms to remain judicious in fund allocation to different activities and sub activities and use the generated funds carefully.</p> <p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>➤ Will help students to understand FRA as an integral part of overall financial analysis carried out by various business organizations in India and all around the world.</li> <li>➤ Students will be able to analyse the financial health of any company and helps the companies to augment their financial resources and management of generated funds efficiently.</li> <li>➤ Will help students to broaden their knowledge about Financial analysis that guides the companies about their future course of action and the direction that any particular company should move on.</li> </ul>	
	<b>THEORY</b>	
<b>Sub Unit</b>	<b>Unit – I: Final Accounts of Banking Company</b>	<b>15 lectures</b>
	<p>Legal Provisions in Banking Regulation Act, 1949 relating to Accounts. Statutory Reserves including Cash Reserve and Statutory Liquidity Ratio. Bills</p> <p>Purchase and Discounted, Rebate on Bill Discounted. Final Accounts in Prescribed Form. Non – performing Assets and Income from Non – performing Assets.</p> <p>Classification of Advances: Standard, Sub – standard, Doubtful and Provisioning Requirement.</p>	
	<b>Unit – II: Final Accounts of Insurance Company</b>	<b>20 lectures</b>

	Preparation and Presentation of Corporate Final Accounts for Insurance Companies. Final Accounts in accordance with Insurance Legislation Study of Accounting Policies from Annual Reports of Listed Insurance Companies	
	<b>Unit – III: Non – Banking Financial Companies</b>	<b>20 lectures</b>
	Introduction, Definition, Registration and Regulation, Classification, Income Recognition, Accounting of Investment, Applicability of Prudential Norms, Assets classification, Nonperforming Assets, Capital Adequacy, Preparation of Financial statement	
	<b>Unit – IV : Introduction to IFRS</b>	<b>20 lectures</b>
	IFRS 1- First Time Adoption of International Financial Reporting Standards Objective, Scope, Definitions, First IFRS Financial Statements, Recognition and Measurement, Comparative Information, Explanation of Transition to IFRS, Reconciliations, Interim Financial Reports, Designation of Financial Assets or Financial Liabilities, Use of Fair Value as Deemed Cost, Use of Deemed Cost, Exceptions to Retrospective Application of other IFRS, Exemptions for Business Combination, Exemptions from other IFRS and Presentation and Disclosure.	
<b>Additional References:</b>	Ashish K. Bhattacharyya – “Financial Accounting for Business Managers”, Prentice Hall of India Pvt. Ltd. • Shashi K. Gupta – “Contemporary Issues in Accounting”, Kalyani Publishers. • R. Narayanaswamy – “Financial Accounting”, Prentice Hall of India, New Delhi • Ashok Sehgal – “Fundamentals of Financial Accounting”, Taxmann’s Publishers • IFRS – Dr Ram Mohan Bhave and Dr Anjali Bhave	

### Evaluation Scheme

#### I. Continuous Assessment (C.A.) - 40 Marks

Test / projects / Assignment

#### II. Semester End Examination (SEE) - 60 Marks



<b>Course Code</b>  <b>CBBI604</b>	<b>Enterprise Risk Management</b> <b>(Credits : 04 Lectures/Week : 06)</b>	
	<p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>➤ To nurture and enhance the knowledge of students to various risk management techniques and strategies.</li> <li>➤ To Recognize the origins and key concepts relating to risk management</li> </ul> <p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>➤ It would help students in proper analysis and interpretation of various risks and techniques to manage such risks.</li> </ul>	
	<b>THEORY</b>	
<b>Sub Unit</b>	<b>Unit – I: Introduction to Risk Management</b>	<b>15 lectures</b>
	The Concept of Risk, Identification of Risk faced by Organization-Types of risks, Risk and Uncertainty, Strategic and Operational Risks, Dynamic Nature of Risks, Objectives of Risks Management, Process of Risk Management, Impact of risk on organizations	
<b>Sub Unit</b>	<b>Unit – II: Evaluation of Risk</b>	<b>15 lectures</b>
	Evaluation of Organization’s ability to bear them, Risk Measurement, Sources and Impact of Common Business Risk, Market, Credit , Liquidity, Technological, Legal, Environmental, Reputation, Country Risk.  Identify and assess the impact upon the stakeholder involved in Business Risk, Nature and Importance of Financial Risk, Evaluation of Financial Risk and techniques adopted to control the Financial Risk, Evaluation of Alternative Risk Management Tools, Role of Risk Manager and Risk Committee in identifying and managing risk.	
<b>Sub Unit</b>	<b>Unit – III: Risk response and risk treatment</b>	<b>15 lectures</b>
	Introduction to risk treatment and risk response, The 4Ts-tolerate, treat, transfer and terminate, Risk control techniques (PCDD)-	

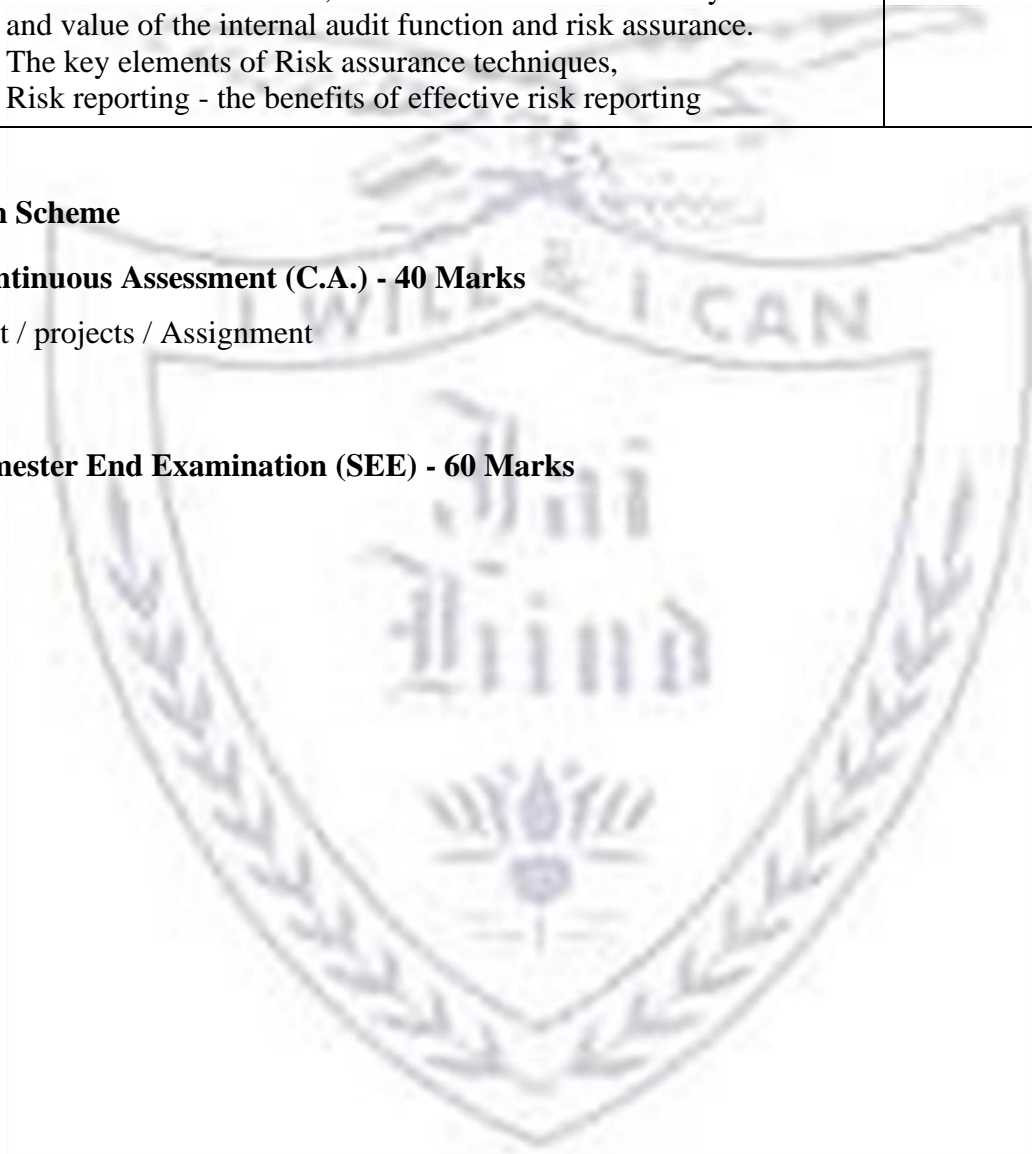
	preventive, corrective, directive and detective, Insurance and risk transfer, Risk architecture, strategy and protocols, Risk management documentation and responsibilities.	
<b>Sub Unit</b>	<b>Unit – IV: Risk assurance and Reporting</b>	<b>15 lectures</b>
	The control environment, Internal audit function- Analyse the role and value of the internal audit function and risk assurance. The key elements of Risk assurance techniques, Risk reporting - the benefits of effective risk reporting	

**Evaluation Scheme**

**III. Continuous Assessment (C.A.) - 40 Marks**

Test / projects / Assignment

**IV. Semester End Examination (SEE) - 60 Marks**



<b>Course Code</b>  <b>CBBI605</b>	<b>Strategic Management</b>  <b>(Credits: 04 Lectures/Week : 06)</b>	
	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>➤ To expose participants to various perspectives and concepts in the field of Strategic Management.</li> <li>➤ To help participants develop skills for applying these concepts to the solution of business problems.</li> <li>➤ To help students master the analytical tools of strategic management.</li> </ul> <p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>➤ Understand and uses methods of doing business environment analysis</li> <li>➤ Learn and apply alternative frameworks of business/ corporate strategy for attaining and sustaining competitive advantage.</li> <li>➤ Develop ability to make quality, reasoned strategic business decisions.</li> </ul>	
	<b>THEORY</b>	
<b>Sub Unit</b>	<b>Unit – I: Understanding Strategy</b>	<b>15 lectures</b>
	<p>Concept of strategy, Corporate, Business and Functional Levels of Strategy. Introduction to Strategic Management: Meaning and Characteristics of strategic management, strategic management Vs. operational management. Four Phases in Strategic Management Process: Stakeholders in business and their roles in strategic management.</p> <p>Hierarchy of Strategic Intent: Meaning &amp; attributes of strategic intent, Meaning of Vision, Process of envisioning, Meaning of mission, difference between vision &amp; mission, characteristics of good mission statements, Business definition using Abell’s three dimensions, objectives and goals, Linking objectives to mission &amp; vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA). Analyzing Company’s External Environment: Environmental appraisal Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP). Analyzing Industry Environment: Industry Analysis - Porter’s Five Forces Model of competition, Entry &amp; Exit Barriers, Strategic Group analysis</p>	

	<b>Unit – II: Analyzing Company’s Internal Environment</b>	<b>15 lectures</b>
	Resource based view of a firm, meaning, types & sources of competitive advantage, analyzing Company’s Resources and Competitive Position, VRIO Framework, competitive advantage, competitive parity & competitive disadvantage, Core Competence, characteristics of core competencies, Distinctive competitiveness, Benchmarking as a method of comparative analysis. Value Chain Analysis Using Porter’s Model: primary & secondary activities. Organizational Capability Profile: Strategic Advantage Profile, Concepts of stretch, leverage & fit, ways of resource leveraging – concentrating, accumulating, complementing, conserving, recovering. Portfolio Analysis: Business Portfolio Analysis - BCG Matrix – GE 9 Cell Model.	
	<b>Unit – III: Strategy Implementation</b>	<b>15 lectures</b>
	Components of a strategic plan, barriers to implementation of strategy, Mintzberg’s 5 Ps – Deliberate & Emergent Strategies, McKinsey’s 7s Framework. Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy, organizational design for stable Vs. turbulent environment, Changing Structures & Processes: Reengineering & strategy implementation – Principles of Reengineering, Six Sigma – Process consisting of defining, measuring, analyzing, improving & establishing steps, Lean Six Sigma (Concepts only). Corporate Culture: Building Learning organizations, promoting participation through technique of Management by Objectives (MBO), Total Quality Management (TQM). Strategy Evaluation: Operations Control and Strategic Control - Symptoms of malfunctioning of strategy –Use of Balanced Scorecard for strategy evaluation.	
	<b>Unit – IV: Generic Competitive Strategies</b>	<b>15 lectures</b>
	Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy. Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment – Turnaround, Divestment, Liquidation, Outsourcing Strategies. Business Models: Meaning & components of business models, new business models for Internet Economy- Internet Strategies for Traditional Business –Virtual Value Chain. Sustainability &	

	Strategic Management: Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits, recognizing a Firm's Intellectual Assets Ali-baba: Case Study Recognizing a Firm's Intellectual Assets Ali-baba: Case Study	
<b>Additional References:</b>	<ul style="list-style-type: none"> <li>➤ Strategic Management: A Competitive Advantage Approach, Concepts- Fred R David</li> <li>➤ Strategic management- Kazmi</li> </ul>	

### Evaluation Scheme

#### V. Continuous Assessment (C.A.) - 40 Marks

Test / projects / Assignment

#### VI. Semester End Examination (SEE) - 60 Marks