AC – 25/03/2026
Item No. – 8.4 (1)

As Per NEP 2020

University of Mumbai

Syllabus for Minor Vertical 2	
Faculty of Commerce & Management	
Board of Studies in Banking and Insurance	
Third Year Programme Minor in B.Com. (Banking & Insurance)	
Semester	**V**
Title of Paper	**Risk Management**
Credits	**4**
Semester	**VI**
Title of Paper	**Strategic Management & Innovations in Banking**
Credits	**4**
From the Academic Year	**2026-27**

Sem. - V

Syllabus
B.Com. (Banking and Insurance)
(Sem.- V)

Title of Paper: Risk Management

Sr. No.	Heading	Particulars
1	**Description the course :** **Including but Not limited to :**	This course introduces students to the concepts, principles, and practices of risk management in banking, insurance, and financial institutions. It emphasizes identifying, assessing, and mitigating risks to achieve organizational objectives and maintain financial stability.
2	**Vertical :**	Minor
3	**Type :**	Theory with Practical Illustrations
4	**Credit**:	4 credits
5	**Hours Allotted :**	60 Hours
6	**Marks Allotted**:	100 Marks
7	**Course Objectives**: . By the end of this course, students will be able to: 1. Understand the fundamental concepts of risk and risk management in financial institutions. 2. Identify various types of risks in banking and insurance sectors. 3. Analyze risk assessment techniques and risk mitigation strategies. 4. Evaluate the role of regulatory frameworks in managing risks. 5. Apply risk management practices to real-world scenarios in banking and insurance.	

8	**Course Outcomes**: Upon successful completion of the course, students will be able to: 1. Explain key concepts and principles of risk management. 2. Differentiate between various types of risks in financial institutions. 3. Apply risk measurement and evaluation techniques effectively. 4. Recommend risk mitigation strategies for banking and insurance operations. 5. Demonstrate compliance with regulatory and legal frameworks in risk management.

9	**Modules**:-
	Module 1: Introduction to Risk Management
	Unit 1: Concept of Risk and Risk Management **Teaching Points:** 1. **Definition of Risk** – Understanding risk in financial and operational contexts. 2. **Types of Risks** – Market risk, credit risk, operational risk, liquidity risk, and strategic risk. 3. **Importance of Risk Management** – Role in organizational stability and profitability. 4. **Risk Management Process** – Identification, assessment, mitigation, monitoring, and reporting. **Unit 2: Risk Environment in Banking and Insurance** **Teaching Points:** 1. **Banking Risk Landscape** – Risks specific to commercial banks. 2. **Insurance Risk Landscape** – Life and non-life insurance risks. 3. **External Risk Factors** – Economic, political, and technological factors affecting financial institutions. 4. **Internal Risk Factors** – Organizational structure, human resources, and operational processes.
	Module 2: Risk Identification and Measurement
	Unit 3: Risk Identification Techniques **Teaching Points:** 1. **Risk Registers** – Cataloguing risks systematically. 2. **Brainstorming & Interviews** – Qualitative methods for identifying risks. 3. **Flowcharts & Process Mapping** – Visual tools for spotting risk points. 4. **Scenario Analysis** – Using hypothetical situations to uncover potential risks. **Unit 4: Risk Measurement and Assessment** **Teaching Points:** 1. **Qualitative Assessment** – Risk matrices and expert judgment. 2. **Quantitative Assessment** – Statistical measures such as VaR (Value at Risk).

	3. **Credit Risk Assessment** – Evaluating borrower's creditworthiness. 4. **Operational Risk Metrics** – Key Risk Indicators (KRIs) and loss event data.
	Module 3: Risk Mitigation and Control
	Unit 5: Risk Mitigation Strategies **Teaching Points:** 1. **Risk Avoidance** – Strategies to eliminate risk exposure. 2. **Risk Reduction** – Implementing controls to minimize impact. 3. **Risk Transfer** – Using insurance and hedging to shift risk. 4. **Risk Retention** – Accepting risk when cost of mitigation is higher than potential loss. **Unit 6: Risk Control and Monitoring** **Teaching Points:** 1. **Internal Controls** – Policies and procedures to prevent and detect risks. 2. **Audit and Compliance** – Role of internal and external audits. 3. **Continuous Monitoring** – Use of dashboards and reports to track risk. 4. **Risk Reporting** – Communicating risk status to stakeholders.
	Module 4: Regulatory Framework and Emerging Trends
	Unit 7: Regulatory and Legal Frameworks **Teaching Points:** 1. **Basel Norms** – Overview of Basel I, II, and III. 2. **IRDA Guidelines** – Regulations for the insurance sector in India. 3. **SEBI Guidelines** – Risk management in capital markets. 4. **Compliance Management** – Ensuring adherence to legal and regulatory standards. **Unit 8: Emerging Trends in Risk Management** **Teaching Points:** 1. **Technological Innovations** – FinTech, AI, and blockchain in risk management. 2. **Global Risk Trends** – Cybersecurity threats, pandemics, and climate risks. 3. **Enterprise Risk Management (ERM)** – Integrated approach for all risk types. 4. **Sustainability and ESG Risks** – Environmental, social, and governance risks.
10	**Reference Books:** 1. Risk Management in Banking by Joël Bessis 2. Financial Risk Management by Steve L. Allen 3. Risk Management and Insurance by Scott E. Harrington & Gregory R. Niehaus 4. Handbook of Risk Management by Philippe Jorion 5. Enterprise Risk Management by James Lam

11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60%**
12	**Refer annexure :A Question Paper Pattern**	**Refer annexure :B Question Paper Pattern**
	Individual Passing in Internal and External Examination	

Sem. - VI

Syllabus
B.Com. (Banking and Insurance)
(Sem.- VI)

Title of Paper: Strategic Management & Innovations in Banking

Sr. No.	Heading	Particulars
1	**Description the course :** **Including but Not limited to :**	This course focuses on strategic management principles in the banking sector and the role of innovations in shaping competitive advantage. Students will explore strategic planning, implementation, and innovation-driven solutions in banking to enhance efficiency, customer satisfaction, and profitability.
2	**Vertical :**	Minor
3	**Type :**	Theory
4	**Credit**:	4 credits
5	**Hours Allotted :**	60 Hours
6	**Marks Allotted**:	100 Marks
7	**Course Objectives**: By the end of this course, students will be able to: 1. Understand the principles and frameworks of strategic management in banking. 2. Analyze internal and external environments affecting banking strategies. 3. Formulate strategic plans for banking organizations. 4. Examine innovations and technological advancements in banking. 5. Evaluate the impact of strategic decisions and innovations on organizational performance.	

8	**Course Outcomes**: Upon successful completion of the course, students will be able to: 1. Explain key concepts and processes of strategic management in banking. 2. Conduct environmental analysis for strategic decision-making. 3. Develop strategic plans using appropriate models and tools. 4. Assess the role of innovations in improving banking operations. 5. Apply strategic thinking and innovative solutions to real-world banking scenarios.

9	**Modules**:-
	Module 1: Introduction to Strategic Management
	Unit 1: Concept and Importance of Strategic Management **Teaching Points:** 1. **Definition of Strategic Management** – Understanding strategic decision-making in banking. 2. **Objectives of Strategic Management** – Aligning organizational goals with long-term vision. 3. **Importance in Banking Sector** – Competitive advantage, growth, and risk management. 4. **Strategic Management Process** – Analysis, formulation, implementation, and evaluation. **Unit 2: Strategic Analysis Tools** **Teaching Points:** 1. **SWOT Analysis** – Strengths, Weaknesses, Opportunities, and Threats in banking. 2. **PESTEL Analysis** – Political, Economic, Social, Technological, Environmental, and Legal factors. 3. **Porter's Five Forces** – Industry competition and profitability analysis. 4. **BCG Matrix** – Portfolio management for banking products and services.
	Module 2: Strategy Formulation
	Unit 3: Business-Level Strategies in Banking **Teaching Points:** 1. **Cost Leadership Strategy** – Minimizing costs to achieve competitive advantage. 2. **Differentiation Strategy** – Offering unique banking products and services. 3. **Focus Strategy** – Targeting specific market segments effectively. 4. **Diversification Strategy** – Expanding products, services, or markets to reduce risks. **Unit 4: Corporate-Level Strategies** **Teaching Points:** 1. **Growth Strategies** – Mergers, acquisitions, and partnerships in banking.

2. **Stability Strategies** – Maintaining current operations with minimal change.
3. **Retrenchment Strategies** – Downsizing or divestment during financial challenges.
4. **Innovation as a Corporate Strategy** – Encouraging new technologies and solutions.

Module 3: Strategy Implementation and Evaluation

Unit 5: Strategy Implementation in Banking
Teaching Points:

1. **Organizational Structure** – Aligning structure with strategic goals.
2. **Resource Allocation** – Efficient use of human, financial, and technological resources.
3. **Leadership and Change Management** – Driving strategy through leadership and communication.
4. **Operational Planning** – Translating strategy into actionable plans.

Unit 6: Strategy Evaluation and Control
Teaching Points:

1. **Performance Measurement** – Financial and non-financial indicators.
2. **Balanced Scorecard** – Measuring multiple dimensions of performance.
3. **Corrective Actions** – Adjusting strategies based on evaluation outcomes.
4. **Risk Management in Strategy** – Anticipating and mitigating potential strategic risks.

Module 4: Innovations in Banking

Unit 7: Technological Innovations in Banking
Teaching Points:

1. **Digital Banking** – Online and mobile banking applications.
2. **FinTech Integration** – Role of FinTech startups in banking innovation.
3. **Blockchain and Cryptocurrencies** – Applications in secure transactions.
4. **Artificial Intelligence and Automation** – Chatbots, predictive analytics, and process automation.

Unit 8: Innovative Products and Services
Teaching Points:

1. **Retail Banking Innovations** – New account types, payment solutions, and customer experiences.
2. **Corporate Banking Innovations** – Cash management, trade finance, and advisory services.
3. **Risk Management Innovations** – Advanced analytics and real-time monitoring.
4. **Sustainable Banking Initiatives** – Green finance and ESG-compliant products.

<table>
<tr><td>10</td><td colspan="2">Reference Books:

1. Strategic Management in Banking by John Kay
2. Banking Strategy, Credit Appraisal, and Lending Decisions by Hrishikes Bhattacharya
3. Innovation in Banking by Patrick Schueffel
4. Strategic Management: Concepts and Cases by Fred R. David
5. Bank Management & Financial Services by Peter Rose & Sylvia Hudgins</td></tr>
<tr><td>11</td><td>Internal Continuous Assessment: 40%</td><td>External, Semester End Examination 60%</td></tr>
<tr><td>12</td><td>Refer annexure :A Question Paper Pattern</td><td>Refer annexure :B Question Paper Pattern</td></tr>
<tr><td></td><td colspan="2">Individual Passing in Internal and External Examination</td></tr>
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QUESTION PAPER PATTERN
(External and Internal)

The Internal continuous Assessment should be conducted after completing 20% of Syllabus of the course. All Assessment activities to be recorded and spread across semester

ANNEXTURE: A

Individual faculty member shall have the flexibility to design the continuous assessment for each course/s in a manner so as to evaluate students' capabilities across knowledge, skills and attitudes. Internal Assessment may be undertaken through any or combination of the methods stated below after obtaining due permission of Principal and remain same across that particular course and semester. Introduction of multiple activates among groups of students in same class may be encouraged for better exposure:

- Class Test (Mandatory) with Objective questions Class Test during the lectures (physical/online mode) MCQs/Match the pairs/Answer in one sentence etc.

Any two of following for each course & may be similar or different for different group of students in a class

- Essays / Tutorials
- Home assignments
- Library notes based on published research papers
- Report writings
- Practical Projects/ Practical activities /Group projects
- Reflective Practical assignments / Industry work / Field work
- Drawing Portfolios
- Oral examination
- Student's Seminar / Workshop / Exhibition
- Reviews / PPT presentation
- Problem solving Exercises
- Laboratory/Library Work
- Book reviews
- Case Study analysis
- Podcast/Blog writing /Video making e.g., Tips to become successful investor/satisfied customer, company profile, successful entrepreneur etc.

ANNEXTURE: B

Question Paper Pattern

Credit: 02 (Total 50 Marks)
External = 30 Marks
Duration: 1 Hr.

Student has to attempt any two questions out of three.

Q.1	Answer the following(Theory/Practical Questions) A,B	15 Marks
Q.2	Answer the following(Theory/Practical Questions) A,B	15 Marks
Q.3	Answer the following(Theory/Practical Questions) A,B	15 Marks

Credit: 04 (Total 100 Marks)
External =60 Marks
Duration: 2 Hrs.

Student has to attempt any four questions out of six.

Q.1	Answer the following(Theory/Practical Questions) A,B	15 Marks
Q.2	Answer the following(Theory/Practical Questions) A,B	15 Marks
Q.3	Answer the following(Theory/Practical Questions) A,B	15 Marks
Q.4	Answer the following(Theory/Practical Questions) A,B	15 Marks
Q.5	Answer the following(Theory/Practical Questions) A,B	15 Marks
Q.6	Answer the following(Theory/Practical Questions) A,B	15 Marks

Note

1. The Semester End Assessment should be conducted after completing 100% of syllabus of the course/s
2. The question papers shall be framed so as to ensure that no part of the syllabus is left out of study by a student.
3. The question paper shall be balanced in respect of various topics outlined in the syllabus.
4. Equal Weightage is to be given to all the modules
5. All questions shall carry equal marks with internal choice within the question
6. 15 marks question must be subdivided into 8 marks + 7 marks, 10 marks + 5 marks and 5 marks + 5 marks + 5 marks. Internal options may be given wherever necessary.
7. Use of simple calculator is allowed in the examination.
8. Wherever possible more importance is to be given to the practical problems/case study.

Guidelines for Case Study Analysis

1. Use the representation of real situations; avoid presenting situations that do not exist/ are not plausible in real life
2. Make sure that the description of the case is as clear and specific as possible
3. Make sure there is sufficient information on the content and the context of the case ask students interpretative and application questions
4. Questions need to be devised to assess the interpretation and application of knowledge, comprehension skills, and critical thinking skills
5. Devise clear and unambiguous questions to limit student confusion and time spent interpreting the question like suggest suitable title, offers a summary, explaining the scenario in detail, Problem/ issue presented in the scenario, suggest Solution/chosen course of action etc.
6. Maximum words for case study (Approx. 500-700 words) and followed by number of questions will depend on marks (3/4 marks each).

Passing Standard

Credit: 02 (Total 50 Marks)

The learners to pass a course shall have to obtain a minimum of 40% marks in aggregate for each course where the course consists of Internal Assessment and Semester End Examination. The learners shall obtain minimum of 40% marks (i.e., 08 out of 20) in the Internal Assessment and 40% marks in Semester End Examination (i.e., 12 Out of 30) separately, to pass the course and minimum of Grade E to pass a particular semester A learner will be said to have passed the course if the learner passes separately the Internal Assessment as well as Semester End Examination.

Credit: 04 (Total 100 Marks)

The learners to pass a course shall have to obtain a minimum of 40% marks in aggregate for each course where the course consists of Internal Assessment and Semester End Examination. The learners shall obtain minimum of 40% marks (i.e., 16 out of 40) in the Internal Assessment and 40% marks in Semester End Examination (i.e., 24 Out of 60) separately, to pass the course and minimum of Grade E to pass a particular semester A learner will be said to have passed the course if the learner passes separately the Internal Assessment as well as Semester End Examination.

Sd/-	Sd/-	Sd/-	Sd/-
Sign of the BOS Dr. Sunil Karve Ad-hoc Board of Studies in Banking & Insurance	**Sign of the Offg. Associate Dean Prin. Kishori Bhagat Faculty of Commerce**	**Sign of the Offg. Associate Dean Prof. Kavita Laghate Faculty of Commerce & Management**	**Sign of the Offg. Dean Prin. Ravindra Bambardekar Faculty of Commerce & Management**