

Vertical – 1 Major

Syllabus
B.Com. (Banking & insurance)
(Sem.- III)

Title of Paper: FINANCIAL DECISION-MAKING

Sr. No.	Heading	Particulars
1	Description the course : Including but Not limited to :	This course provides an in-depth understanding of management accounting principles and their application in the banking and insurance sectors. It covers financial analysis, budgeting, cost control, and decision-making techniques, equipping students with the skills needed to assess financial performance, manage risks, and enhance operational efficiency in financial institutions.
2	Vertical :	Major
3	Type :	Theory (with Practical Illustrations)
4	Credit:	4 credits
5	Hours Allotted :	60 Hours
6	Marks Allotted:	100 Marks
7	Course Objectives: <ol style="list-style-type: none">1. To introduce students to management accounting concepts relevant to banking and insurance.2. To develop analytical skills for financial planning, control, and decision-making.3. To explore the role of cost analysis and performance evaluation in financial institutions.4. To enhance students' ability to interpret financial data for strategic decision-making.5. To apply management accounting techniques to real-world banking and insurance scenarios.	

8	<p>Course Outcomes:</p> <p>Upon successful completion of this course, students will be able to:</p> <ol style="list-style-type: none"> 1. Understand the fundamentals of management accounting and its significance in banking and insurance. 2. Analyze financial statements to assess the performance of financial institutions. 3. Implement budgeting and cost-control techniques for financial stability. 4. Apply risk management strategies in banking and insurance contexts. 5. Use management accounting tools for effective decision-making and operational efficiency.
9	<p>Modules:-</p> <p>Module 1: Introduction to Management Accounting</p> <p>Unit 1: Fundamentals of Management Accounting: Definition, Scope, and Importance, Role of Management Accounting in Decision-Making, Difference between Financial Accounting and Management Accounting</p> <p>Unit 2: Financial Statements and Analysis: Understanding Balance Sheets, Income Statements, and Cash Flow Statements, Ratio Analysis: Liquidity, Profitability, and Efficiency Ratios, Interpretation of Financial Reports in Banking & Insurance.</p> <p>Module 2: Revenue Management and Budgeting.</p> <p>Revenue Management in Banking and Insurance: Sources of Revenue in Banking and Insurance, Interest Income, Premium Collections, and Fee-Based Income.</p> <p>Revenue Unit 4: Budgeting and Forecasting: Importance of Budgeting in Financial Institutions, Types of Budgets: Capital, Operating, Cash Flow Budgets, Variance Analysis and Budgetary Control Techniques</p> <p>Module 3: Performance Evaluation and Risk Management</p> <p>Unit 5: Performance Measurement Techniques: Key Performance Indicators (KPIs) for Banking & Insurance, Responsibility Accounting and Performance Appraisal, Balanced Scorecard Approach</p> <p>Unit 6: Risk Management in Banking & Insurance: Types of Financial Risks: Credit, Market, Operational Risks, Risk Assessment Techniques, Role of Management Accounting in Risk Mitigation</p> <p>Module 4: Decision-Making Tool</p> <p>Unit 7: Decision-Making Tools in Financial Institutions: Break-Even Analysis and Profit Planning, Short-Term Decision-Making:</p> <p>Unit 8: Emerging Trends in Management Accounting: Digital Transformation in Management Accounting, Use of AI and Data Analytics in Financial Decision-Making, Sustainability and introduction to ESG Reporting in Banking & Insurance</p>

11	Reference Books: <ol style="list-style-type: none"> 1. Management Accounting – M.Y. Khan & P.K. Jain 2. Management Accounting: Principles & Practice" – R.K. Sharma & Shashi K. Gupta 3. Management Accounting – Dr. S.N. Maheshwari 4. Cost and Management Accounting – M.N. Arora 5. Financial & Management Accounting – T.S. Grewal & S.C. Gupta 	
12	Internal Continuous Assessment: 40%	External, Semester End Examination 60% Individual Passing in Internal and External Examination
13	Refer annexure :A	Refer annexure :B

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.