



through merit list which will be prepared by adding marks secured by candidates in Phase-II examination and Interview and grace marks as applicable as per extant rules.

Syllabi (Phase-II)

Paper-I : Economic and Social Issues (ESI)

Growth and Development – Measurement of growth: National Income and per capita income – Poverty Alleviation and Employment Generation in India – Sustainable Development and Environmental issues.

Indian Economy – Economic History of India - Changes in Industrial and Labour Policy, Monetary and Fiscal Policy since reforms of 1991 – Priorities and recommendations of Economic Survey and Union Budget – Indian Money and Financial Markets: Linkages with the economy – Role of Indian banks and Reserve Bank in the development process - Public Finance - Political Economy - Industrial Developments in India- Indian Agriculture - Services sector in India.

Globalization – Opening up of the Indian Economy – Balance of Payments, Export-Import Policy – International Economic Institutions – IMF and World Bank – WTO – Regional Economic Co-operation; International Economic Issues.

Social Structure in India – Multiculturalism – Demographic Trends – Urbanisation and Migration – Gender Issues – Social Justice

#Suggested Reference Material:

- Books: Indian Economy: 1. Uma Kapila (series of books) 2. Indian Economy: Misra & Puri (Latest Edition) 3. Growth and Development: Debraj Ray 4. Sociology: C.N. Shankar Rao 5. Public Finance - K K Andley and Sundaram
- Prominent Financial Newspapers
- Magazines/Periodicals/ Bulletins including RBI Bulletins, EPW, India Today, etc.
- Reports: 1. World Development Report 2. Economic Survey of India 3. RBI Annual Report 4. Report on Trend and Progress of Banking in India, Report on Currency and Finance etc. 5. IMF: World Economic Outlook
- Material sourced from RBI and BIS website

Paper-II : English (Writing Skills)

The paper on English shall be framed in a manner to assess the writing skills including expression and understanding of the topic.

Paper -III : General Finance and Management

a) Financial System

1. Structure and Functions of Financial Institutions
2. Functions of Reserve Bank of India
3. Banking System in India – Structure and Developments, Financial Institutions – SIDBI, EXIM Bank, NABARD, NHB, NaBFID etc.
4. Recent Developments in Global Financial System and its impact on Indian Financial System
5. Role of Information Technology in Banking and Finance



6. Non-Banking System
7. Developments in Digital Payments

b) Financial Markets

Primary and Secondary Markets (Forex, Money, Bond, Equity, etc.), functions, instruments, recent developments.

c) General Topics

1. Financial Risk Management
2. Basics of Derivatives
3. Global financial markets and International Banking – broad trends and latest developments
4. Financial Inclusion
5. Alternate source of finance, private and social cost-benefit, Public-Private Partnership
6. Corporate Governance in Banking Sector
7. The Union Budget – Concepts, approach and broad trends
8. Basics of Accounting and Financial Statements - Balance Sheet, Profit and Loss, Cash Flow Statements, Ratio Analysis (such as Debt to Equity, Debtor Days, Creditor Days, Inventory Turnover, Return on Assets, Return on Equity, etc.)
9. Inflation: Definition, trends, estimates, consequences and remedies (control): WPI- CPI - components and trends; striking a balance between inflation and growth through monetary and fiscal policies

#Suggested Reference Material

Finance

- Monetary Theory and Public Policy – Kenneth Kurihara
- Indian Economy – Mishra & Puri
- Economic Growth and Development – Meier and Baldwin
- Financial Management – Prasanna Chandra
- Major financial newspapers
- International Business by Hill and Jain
- RBI Annual Report, Report on Trend and Progress of Banking in India, Report on Currency and Finance etc.
- Economic Survey
- Material sourced from RBI website

d) Management

1. Fundamentals of Management & Organizational Behaviour

Introduction to management; Evolution of management thought: Scientific, Administrative, Human Relations and Systems approach to management; Management functions and Managerial roles; Nudge theory.



Meaning & concept of organizational behaviour; Personality: meaning, factors affecting personality, Big five model of personality; concept of reinforcement; Perception: concept, perceptual errors. Motivation: Concept, importance, Content theories (Maslow's need theory, Alderfers' ERG theory, McClelland's theory of needs, Herzberg's two factor theory) & Process theories (Adams equity theory, Vrooms expectancy theory).

Leadership: Concept, Theories (Trait, Behavioural, Contingency, Charismatic, Transactional and Transformational Leadership; Emotional Intelligence: Concept, Importance, Dimensions. Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window; Conflict: Concept, Sources, Types, Management of Conflict; Organizational Change: Concept, Kurt Lewin Theory of Change; Organizational Development (OD): Organisational Change, Strategies for Change, Theories of Planned Change (Lewin's change model, Action research model, Positive model).

2. Ethics at the Workplace and Corporate Governance

Meaning of ethics, why ethical problems occur in business. Theories of ethics: Utilitarianism: weighing social cost and benefits, Rights and duties, Justice and fairness, ethics of care, integrating utility, rights, justice and caring, An alternative to moral principles: virtue ethics, teleological theories, egoism theory, relativism theory, Moral issues in business: Ethics in Compliance, Finance, Human Resources, Marketing, etc. Ethical Principles in Business: introduction, Organization Structure and Ethics, Role of Board of Directors, Best Practices in Ethics Programme, Code of Ethics, Code of Conduct, etc.

Corporate Governance: Factors affecting Corporate Governance; Mechanisms of Corporate Governance.

Communication: Steps in the Communication Process; Communication Channels; Oral versus Written Communication; Verbal versus non-verbal Communication; upward, downward and lateral communication; Barriers to Communication, Role of Information Technology.

#Suggested Reference Material

Management

- Stephen P. Robbins & Mary Coulter, Management.
- Stephen P. Robbins and Judge T.A., Vohra, Organisational Behaviour
- Dessler Gary, Warkkey Biju- Human Resource Management
- Decenzo and Robbins- Fundamentals of Human Resource Management
- Velasquez Manuel G: Business Ethics- Concepts and Cases.
- Fernando A.C.: Business Ethics – An Indian Perspective.
- Crane Andrew & Matten Dirk: Business Ethics
- Ghosh B N: Business Ethics & Corporate Governance

The suggested reference materials are "indicative" only.