MBA: BANKING TECHNOLOGY DEGREE PROGRAMME

CURRICULUM & COURSE STRUCTURE
## MBA: BANKING TECHNOLOGY DEGREE PROGRAMME

**CURRICULUM & COURSE STRUCTURE**

2011-12 onwards

### Non-Credit Bridge Courses:

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
<th>Credit Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBABT 300</td>
<td>Basics of Business</td>
<td>Hard</td>
<td>No Credit</td>
</tr>
<tr>
<td>MBABT 400</td>
<td>Basics of Accounting</td>
<td>Hard</td>
<td>No Credit</td>
</tr>
<tr>
<td>MBABT 301</td>
<td>Basics of Computer Science</td>
<td>Hard</td>
<td>No Credit</td>
</tr>
<tr>
<td>MBABT 401</td>
<td>Basics of Programming Languages</td>
<td>Hard</td>
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</tr>
</tbody>
</table>

### I SEMESTER

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>MBABT 411</td>
<td>Principles of Management and Organisation Behaviour</td>
<td>Hard</td>
<td>3 Credits</td>
</tr>
<tr>
<td>MBABT 412</td>
<td>Accounting and Financial Analysis</td>
<td>Hard</td>
<td>3 Credits</td>
</tr>
<tr>
<td>MBABT 413</td>
<td>Quantitative techniques for Managers</td>
<td>Hard</td>
<td>3 Credits</td>
</tr>
<tr>
<td>MBABT 414</td>
<td>Managerial Economics and Indian Business Environment</td>
<td>Hard</td>
<td>3 Credits</td>
</tr>
<tr>
<td>MBABT 415</td>
<td>Indian Banking and Financial System</td>
<td>Hard</td>
<td>3 Credits</td>
</tr>
<tr>
<td>MBABT 416</td>
<td>Financial Information Systems</td>
<td>Hard</td>
<td>3 Credits</td>
</tr>
<tr>
<td>MBABT 417</td>
<td>Computer Networks for Bankers</td>
<td>Hard</td>
<td>3 Credits</td>
</tr>
<tr>
<td>MBABT 418</td>
<td>Object Oriented Modelling &amp; Design</td>
<td>Hard</td>
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</tr>
<tr>
<td>MBABT 419</td>
<td>Lab I: Banking Practices Internship</td>
<td>Hard</td>
<td>2 Credits</td>
</tr>
<tr>
<td>MBABT 420</td>
<td>Lab II: Financial Information System Lab</td>
<td>Hard</td>
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<tr>
<td>MBABT 431</td>
<td>Winter Project</td>
<td>Hard</td>
<td>2 Credits</td>
</tr>
<tr>
<td>MBABT 432</td>
<td>Comprehensive Viva</td>
<td>Hard</td>
<td>2 Credits</td>
</tr>
</tbody>
</table>

### II SEMESTER:

<table>
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</tr>
</thead>
<tbody>
<tr>
<td>MBABT 421</td>
<td>Management of Banking &amp; Financial Institutions</td>
<td>Hard</td>
<td>3 Credits</td>
</tr>
<tr>
<td>MBABT 422</td>
<td>Strategic Financial Management</td>
<td>Hard</td>
<td>3 Credits</td>
</tr>
<tr>
<td>MBABT 423</td>
<td>Marketing Strategy Management</td>
<td>Hard</td>
<td>3 Credits</td>
</tr>
<tr>
<td>MBABT 424</td>
<td>Merchant Banking &amp; Financial Services</td>
<td>Hard</td>
<td>3 Credits</td>
</tr>
<tr>
<td>MBABT 425</td>
<td>Investment &amp; Portfolio Management</td>
<td>Hard</td>
<td>3 Credits</td>
</tr>
<tr>
<td>MBABT 426</td>
<td>Information Security for Banks</td>
<td>Hard</td>
<td>3 Credits</td>
</tr>
<tr>
<td>MBABT 427</td>
<td>Data warehousing and Data Mining</td>
<td>Hard</td>
<td>3 Credits</td>
</tr>
<tr>
<td>MBABT 428</td>
<td>Banking Technology Management</td>
<td>Hard</td>
<td>3 Credits</td>
</tr>
<tr>
<td>MBABT 429</td>
<td>Lab III – Oracle: Business Intelligence Lab</td>
<td>Hard</td>
<td>2 Credits</td>
</tr>
<tr>
<td>MBABT 430</td>
<td>Lab IV – CMIE: Corporate Finance Lab</td>
<td>Hard</td>
<td>2 Credits</td>
</tr>
<tr>
<td>MBABT 441</td>
<td>Comprehensive Viva</td>
<td>Hard</td>
<td>2 Credits</td>
</tr>
</tbody>
</table>
III SEMESTER:

MBABT 511 : Global Financial Markets & International Banking | Hard | 3 Credits
MBABT 512 : Treasury & Derivatives Management | Hard | 3 Credits
MBABT 513 : Information System Audit | Hard | 3 Credits
MBABT 514 : IT Infrastructure Management for Banks | Hard | 3 Credits
Elective – Paper 1 | Soft | 3 Credits
Elective – Paper 2 | Soft | 3 Credits
Elective – Paper 3 | Soft | 3 Credits
Elective – Paper 4 | Soft | 3 Credits
MBABT 515 : Lab V: SAP: Banking Technology lab | Hard | 2 Credits
MBABT 516 : Lab VI: Stock and Forex Trading lab | Hard | 2 Credits
MBABT 517 : Summer Project & Viva | Hard | 4 Credits
MBABT 518 : Comprehensive Viva | Hard | 2 Credits

IV SEMESTER:

MBABT 561 : Project Work & Viva | Hard | 8 Credits
MBABT 562 : Comprehensive Viva-voce | Hard | 2 Credits

ELECTIVES:
(Any Four)

MBABT 521 : Software Project Management | Soft | 3 Credits
MBABT 522 : Service Oriented Architecture | Soft | 3 Credits
MBABT 523 : IT Laws and Cyber Crimes | Soft | 3 Credits
MBABT 524 : Enterprise Resource Planning (ERP) | Soft | 3 Credits
MBABT 525 : E Commerce & Internet Trading | Soft | 3 Credits
MBABT 526 : Financial Enterprise Application Integration | Soft | 3 Credits
MBABT 527 : Software Architecture for Financial Software | Soft | 3 Credits
MBABT 528 : Smart Banking Technologies | Soft | 3 Credits
MBABT 531 : Insurance & Risk Management | Soft | 3 Credits
MBABT 532 : International Financial Management | Soft | 3 Credits
MBABT 533 : Credit Risk Management in Banks | Soft | 3 Credits
MBABT 534 : Bank Mergers & Acquisitions | Soft | 3 Credits
MBABT 535 : Forex & Currency Derivatives | Soft | 3 Credits
MBABT 536 : EXIM Financing & Documentation | Soft | 3 Credits
MBABT 537 : Corporate Taxation Management | Soft | 3 Credits
MBABT 538 : Financial Statement Analysis using SPSS | Soft | 3 Credits
MBABT 541 : Branding & Consumer Behaviour For Banks | Soft | 3 Credits
MBABT 542 : Services Marketing for Banks & Financial Institutions | Soft | 3 Credits
MBABT 543 : Retail Marketing & E-tailing | Soft | 3 Credits
MBABT 544 : Bank Customer Relationship Mgt. | Soft | 3 Credits
MBABT 545 : Advertising & Sales promotion For Banks | Soft | 3 Credits
MBABT 546 : Marketing Research-Tools & Techniques | Soft | 3 Credits
MBABT 547 : Cyber Marketing Strategies | Soft | 3 Credits
MBABT 548 : Software Marketing Management | Soft | 3 Credits
MBABT 551 : HRM in Knowledge Based Organisations | Soft | 3 Credits
<table>
<thead>
<tr>
<th>Code</th>
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<tbody>
<tr>
<td>MBABT 552</td>
<td>Industrial Relations &amp; Labour Welfare in Banks</td>
<td>Soft</td>
<td>3</td>
</tr>
<tr>
<td>MBABT 553</td>
<td>Organisational Development &amp; Change</td>
<td>Soft</td>
<td>3</td>
</tr>
<tr>
<td>MBABT 554</td>
<td>Human Resources Development &amp; Manpower Planning</td>
<td>Soft</td>
<td>3</td>
</tr>
<tr>
<td>MBABT 555</td>
<td>HR Information Systems for Banks</td>
<td>Soft</td>
<td>3</td>
</tr>
<tr>
<td>MBABT 556</td>
<td>Human Resources Accounting for IT Companies</td>
<td>Soft</td>
<td>3</td>
</tr>
<tr>
<td>MBABT 557</td>
<td>Employee Legislation: Cases &amp; Practices</td>
<td>Soft</td>
<td>3</td>
</tr>
<tr>
<td>MBABT 558</td>
<td>Global HR Practices &amp; Cross Cultural Management</td>
<td>Soft</td>
<td>3</td>
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MBA: BANKING TECHNOLOGY DEGREE PROGRAMME

Bridge courses - Non Credit*

MBABT 300: Basics of Business          Hard 1 Credit
MBABT 400: Basics of Accounting         Hard 1 Credit
MBABT 301: Basics of Computer Science   Hard 1 Credit
MBABT 401: Basics of Programming Languages Hard 1 Credit

* to be organized in the first month of I semester Programme
MBA: BANKING TECHNOLOGY DEGREE PROGRAMME
I SEMESTER
(Bridge courses - Non Credit)
MBABT 300: Basics of Business

Learning Objectives

- Introduce the students to understand basics of Business
- Provide an overview on Indian Industrial environment
- A prelude to institutional environment for Industrial Finance

- What is Business? Differences between Trade/Commerce/Aids to trade
- Nature of Business : Manufacturing – Services – trading – Banking – Commission Agency, etc
- Types of Organizations – Sole trader – Partnership – Company form – Cooperatives
- Business Organisations – Company form – Formation – Board of Directors – Memorandum of Association – articles of Association
- Location of Business – Weber’s theory – Sargent Florance Theory – Business Locations in India
- Business Combinations – Cartels – Mergers & Takeovers
- Foreign Trade – Exports – Imports – Special Economic Zones – EOU's
- Indian Industrial Policy – IPRs – Public Vs Private Sector – Privatization
- Top Business Houses – Product Concentration – Entry of MNCs
- Institutional facilitating Business – Banks, Markets, Insurance, Infrastructure, Transportation, Credit rating agencies, C&F Agents
- Functional Management – Production – Finance – Marketing – HRM
- Indian Banking – Public Sector Banks – Private Sector Banks – Foreign Banks – RBI – Credit creation by Banks – RBI Credit Policy
- Union Budget – Fiscal deficit – Monetization – Devaluation

Basic Text Book and References

**Activity based Learning**
1. Visit to an Industrial estate to classify units as Manufacturing, service, trading, etc.
2. Visit to Sunday Market/ Evening Bazaar and prepare a report
3. Prepare an assignment on local industrialization
4. Preparing an Interview Schedule for illiterate opinion of Entrepreneurs on faculties
5. Visit to any one Company in the neighbourhood and prepare a case report.

**Web Resources**
[www.incometaxindia.gov.in](http://www.incometaxindia.gov.in), [www.fipbindia.com](http://www.fipbindia.com), [www.rbi.org.in](http://www.rbi.org.in), [www.finmin.nic.in](http://www.finmin.nic.in)

**Magazines & Journals**
1. Business India
2. Business Today
3. Business world
4. Economic Times (Daily)
5. Hindu Business Line
MBABT 400: Basics of Accounting

Learning Objectives
- Understanding Basic Principles of Accounting
- Hands on skills in preparing Financial Statements of a Business enterprise
- Accounting Principles and Conventions
- Transaction Processing – Debit and credit classification – Double Entry Book Keeping
- Types of Accounts – Personal, Nominal and Real
- Journal : Opening Accounts – Closing Entries
- Day Book – Cash transaction – Entry making
- Subsidiary Books of Accounts – Sales Ledger – Purchase Ledger
- Cash Book – Cash with Bank transactions – BRS
- Trial Balance – Debit accounts – Credit accounts – Balance
- Features of Manufacturing and Trading Account – Determination of Gross Profit
- Profit and Loss account – Preparation, classification of entries
- Income Statement – Preparation with simple adjustments
- Assets – Classification – Fixed and Current Assets – Depreciation Methods
- Preparation of Balance Sheet – Simple adjustments

Basic Text Books & References

Activity Based Learning
1. Collecting 5 Annual Reports of listed companies and describe the Assets & Liabilities
2. Analyze the Share Application Form of any one company
3. Visit an Audit firm and prepare a report its activities of it
4. Conduct a survey on Accounting practices of small, petty traders
5. Visit a Commercial taxes/ Income Tax office and document the activities

Web Resources

Magazines & Journals
1. Chartered Accountant
2. Management Accountant
3. ICFAI Chartered Analyst
4. Finance India
MBA: BANKING TECHNOLOGY DEGREE PROGRAMME

I SEMESTER
(Bridge courses - Non Credit)

MBABT 301: Basics of Computer Science

Learning Objectives

- Introduce the Science behind the working of Computers
- A quick review of Data Structures

A. Computer Architecture

1. Boolean Algebra, Logic gates, Flip-Flops
2. Sequential Circuits, Combinatorial Circuits
3. Computer Organization, Addressing modes, instruction set, opcode format

B. Data Structures & Algorithms

4. Arrays, Stacks, Queues
5. Linked Lists, Trees, Graphs
6. Sample Algorithms

D. System Software

7. Compilers
8. Assemblers
9. Loaders and Linkers

E. Operating System

11. Memory Management
12. Secondary storage management

F. Database Management System

13. Definition, Examples of DBMS software
14. Data structure of DBMS, Instance and schema, Data Independence, Database Models Query statement, various commands, Transaction

Basic Text Books & References


Activity Based Learning

1. Analysing the University information system
2. Finding out the structure of Railway Reservation/ Bus Reservation System
3. Visit to Electricity/ BSNL office and understand the bill preparation activities
4. Prepare a case study on Technology use in a Manufacturing unit.
MBABT 401: Basics of Computer Programming

A. Introduction to Imperative Programming using C
   1. Data Types, Constant, Variables, Assignment Statement, I/O Functions
   2. Control and Loop Statements – Arrays, Functions
   3. Structure and Union – File Functions – Sample Programs

B. Introduction to Object Oriented Programming using C ++
   4. Class, Constructor, Destructor, Data & Method Visibility
   5. Operator Overloading – Function Overloading – Friend Function – Virtual Functions
   6. Template Class – Abstract Class – IO Streams – Sample Programs

C. Introduction to Visual Programming using Visual Basic
   8. DB Connectivity
   9. Files – Object Oriented Programming with VB – Sample Application

D. Introduction to Client-side Scripting languages
   10. HTML
   11. Java Script
   12. Sample Application

E. Introduction to Server-side Scripting Language
   13. JSP
   14. JDBC in JSP
   15. Sample Applications

Activity Based Learning:

1. Visit to a Bank Data Centre and identity the data storage
2. Prepare a cash Report on University Data Bases
3. Visit to a wholesale Medical store and prepare a statement of on line updating of inventorying
4. Prepare an Assignment on comparative websites of Banks
MBA: BANKING TECHNOLOGY DEGREE PROGRAMME

I SEMESTER

MBABT 411: Principles of Management and Organisation Behaviour
            Hard 3 Credits

MBABT 412: Accounting and Financial Analysis
            Hard 3 Credits

MBABT 413: Quantitative techniques for Managers
            Hard 3 Credits

MBABT 414: Managerial Economics and Indian Business Environment.
            Hard 3 Credits

MBABT 415: Indian Banking and Financial System
            Hard 3 Credits

MBABT 416: Financial Information Systems
            Hard 3 Credits

MBABT 417: Computer Networks for Bankers
            Hard 3 Credits

MBABT 418: Object Oriented Modelling & Design
            Hard 3 Credits

MBABT 419: Lab I: Banking Practices Internship
            Hard 2 Credits

MBABT 420: Lab II: Financial Information System Lab
            Hard 2 Credits
Learning Objectives:
- To introduce the basic principles of Management to an MBA student
- To enable the students to understand corporative Management styles


4. **Staffing**: Overview of staffing and directing functions – Controlling – Prerequisites of Control systems – Control process – Methods, Tools and Techniques of Control – Design of Control Techniques – Choices in Control


**Basic Text Book & References :**


**Activity Based Learning**

1. Industrial visit to a Manufacturing Company and prepare an report
2. Role play on decision making process on a specific problem
3. Assessment on CSR practices of select companies
5. Preparing a case study on a Big Business House and its strategies of expansion.

**Websites**

- [www.bettermanagreement.com](http://www.bettermanagreement.com),  [www.best-managementpractices.com](http://www.best-managementpractices.com),  [www.pearsoned.co.uk](http://www.pearsoned.co.uk)

**Magazines & Journals**

1. Vikalpa
2. IIB’s Management Review
3. Decision
4. ASCI Jr. of Management
5. Hardward Business Review
Learning Objectives:

- To introduce the Basic Concepts of Financial Accounting
- To give Hands on skills required for preparing Financial Statements of Company
- To enable the students to analyse Financial Statements, estimate cost
- To provide hands on skills on use of Tally package


2. **Joint Stock Company Accounts:** Issue of Shares (Principles only) – Final Accounts of Companies (Format only) – Banking Company accounts – Capital and Reserves- Preparation of Final Accounts of Banking Companies- Non-Performing assets – Asset Classification and Provisioning


5. **Introduction to Tally** - Basic features – Undervalue, Preparation of Ledger accounts on Tally- Preparation of Invoices- subsidiary books -Display__ of final accounts - Ratios (Practice sessions: 10)

**Basic Text Book & References :**


**Activity Based Learning**

1. Collect 5 company annual Reports and prepare a Report on their assets & Liabilities
2. Prepare the Profit of a particular Industry using CMIE database/ Hindu Annual Survey of India Industry.
3. Study on Accounting Practices of a small scale industrial units.
4. Prepare an assignment on Accounting formats of Manufacturing/ Service/ Trading/ Banking and Public Utility Companies.
5. Visit to a Audit & Accounting firm and document the activities carried out there.

**Web Resource**


**Magazines & Journals**

1. Finance India
2. Chartered Accountant
3. ICWAI Management Accountant
4. Indian Jr. of Commerce
5. Accounting Review


**Basic Text Book & References:**
2. Gupta, S P., Statistical Method, Sultan Chand, New Delhi, 2010
4. Kothari C. R., Quantitative Techniques, Vikas, New Delhi
5. Tulsian PC & Vishal Pandey., Quantitative Techniques, Pearson Education, Mumbai

**Activity Based Learning**
1. Visit a Departmental Stores and analyse the pattern of Demand for different products
2. Collect data on Certain Macro Economic Indicators and establish a relationship between them
3. Conduct of Survey on SSI units/ Opinion Survey and tabulate the results using SPSS
4. Document actual queue patterns at different Traffic signal points/ service station of a company
5. Visit a manufacturing company and document their product mix and contrast.

**Web Resources**
[www.statisticstutors.com](http://www.statisticstutors.com), [www.statsoft.com](http://www.statsoft.com)

**Magazines & Journals**
1. Junior of Statistical computation & simulation
2. Jr. of Statistical Education
3. Jr. of Business & Economics Statistics
4. CMIE Reports on Indian Economy
5. Omega
Learning Objectives:
- To introduce basic economic logic to management students
- To give an overview of functioning of markets, factory payments, etc.
- To provide a brief background on aggregate economy and the growth and development of Indian Economy


**Basic Text Book & References:**

**Activity Based Learning**
1. Find the key Economic issues and develop solutions to address them (G).
2. Study the Market structure of select industry in the Indian Economy (I).
4. Role play: A gain-economic & business issues of current relevance.
5. Socio-economic Survey on any Contemporary issue.

Web Resources
www.virted.org/economics

Magazines & Magazines
4. RBI Bulletins 5. RBI Currency & Finance
6. Indian journal of Economics 7. GOI Reports
Learning Objectives:

- To introduce the basics of Indian Financial Systems
- To understand the functioning of Money Market and Capital Market
- To provide the basic objectives of Regulating Agencies like SEBI


5. **Foreign Exchange Market**: Meaning and structure – Regulatory authority in India – Players in Forex Market – Authorized dealers and Money changers.

**Basic Text Book & References:**

2. Srivastava R M., Management of Indian Financial Institutions, Himalaya Publishing House, Mumbai
4. Tennan M L., Banking : Law and Practice in India, India Law House, New Delhi

**Activity Based Learning**

1. Collect 5 public issues and analyse the risk factors
2. Case study of Growth of a Bank
4. Visit: A Bank/ Brokerage Firm/ NBFC/ Money Changer and report on activities carried out
5. Assignment: Performance of Indian Banks

**Web Resources**


**Magazines & journals**

Learning Objectives:

- This course introduces information system from their management, organization and technology dimensions.
- It focuses on financial information systems can help businesses achieve competitive advantage.
- It focuses on the core types of information system and the processes for building and managing financial information systems.


Basic Text Book & References:


**Activity Based Learning**
1. Identify the different Information systems in different organizations.
2. Creation of Database and Query.
4. Ask the students to visit Different ERP Providers website and identity the features of different product.
5. Creation of new e-commerce website.
6. Use of case tools.

**Web Resources**
- [www.mit.edu](http://www.mit.edu), [www.csus.edu](http://www.csus.edu), [www.ebooks.com](http://www.ebooks.com),
- [www.acrobatplanet.com/...ebook-management-information-systems.html](http://www.acrobatplanet.com/...ebook-management-information-systems.html),

**Magazines & Journals**
Computers Today
Learning Objectives:
The objective of this course is to understand the state-of-the-art in network protocols, architectures and applications. It primarily aims to acquaint the student with basic computer networking technologies and the layered approach that makes design, implementation and operation of extensive networks.


Basic Text Book and References


Activity Based Learning

1. Online Aptitude test
2. Network Games
3. Soft skill test
4. Report INFINET
5. Visit to a Data Centre of a Bank

Web Resources

MBA: BANKING TECHNOLOGY DEGREE PROGRAMME
I SEMESTER
MBABT 418: Object Oriented Modeling and Design

Hard Core
3 Credits

Learning Objectives:
It focuses on the role of analysis and design in the software engineering lifecycle. It enables the students to develop object-oriented designs by applying established design principles and to develop use-case and scenario descriptions of the requirements using UML diagrams. Also it emphasizes the importance and influence of design patterns and frameworks in software design.


3. Patterns – Analysis Patterns – Design Patterns - How to Select a Design Pattern - How to Use a Design Pattern - Creational Patterns - Structural Patterns - Behavioral Patterns - Software Architecture - Definition - Architectural Patterns.


5. Case Study: Modeling and Design of Banking Applications.

Basic Text Books and References:

5. Frank Buschmann, Pattern-Oriented Software Architecture Volume 1: A System of Patterns,Wiley; 1996.

Activity Based Learning

1. Literature Survey on Software Analysis & Design
2. Seminar on UML Diagrams for different applications
3. Documentation on Patterns
4. Case Study Presentations on Object Oriented Designs
MBA: BANKING TECHNOLOGY DEGREE PROGRAMME
I SEMESTER
MBABT 419: BANKING PRACTICES LAB

Hard Core
2 Credits

List of Practicals to be undergone during internship in Banks:

- Practicing the formalities regarding opening a Savings Bank Account
- Practicing the formalities regarding opening a Current Account
- Practicing the formalities regarding opening Term Deposits
- NRE / FCNR accounts opening formalities
- Administration of Cash Departments in the Branch
- Securities aspects in the Bank branch
- Activities regarding withdrawal of cash
- List of activities carried out Teller / Cash Counter
- Procedures for calculation of interests on deposits and loan account
- Inward and outward Bills Collection activity
- Clearing House Operations. – MICR clearing, High value clearing and RTGS
- Electronic Funds Transfer, DD, Mail Transfer, Telegraphic / Telephonic transfer
- Different types of crossing cheque and activities associated with them
- Extension of Bank overdraft facility in SB and CD accounts
- Procedure to be followed for sanctioning a gold loan
- Appraisal of loan application of ISB loan
- Sanctioning of working capital credit line
- Formalities associated with documentation of Security Agency Services : Issue of drafts
- Periodic Payments
- Merchant Banking activities : Bankers to IPO issues
- Treasury operations: Barriers to Government
- List of subsidiary books operated and writing final ledger
- Checking the balances
- Day-to-day vouching procedures
- Miscellaneous services offered by banks
- Gift Cheques, Pay orders, Bankers Cheque.
- Power of Attorneys
- Fore closing accounts and activating dormant deposits
- Discounting bills and cheques
- Locker facility – safe deposit services
- Loan against securities / deposits / LIC policies
- Advances against hypothecation of goods
- Advances against book debts and supply bills
- LC / LG facilities / documentation
- Precautions for averting frauds / Preventive vigilance
MBA: BANKING TECHNOLOGY DEGREE PROGRAMME
I SEMESTER
MBABT 420: FINANCIAL INFORMATION SYSTEM LAB

Learning Objectives:
This course gives a hands-on-experience to the students to build and manage the financial information systems using object-oriented design by applying established design principles using UML diagrams.

Design and Develop Financial Information Software applying Object Oriented Modeling approach using typical Case Tool as given below:

Problem Statement

1. Study of the problem
2. Identify project scope
3. Objectives and infrastructure

Business modeling and requirements specification

1. Prepare Software Requirements Specification
2. The specification language
3. Unified Modeling Language (UML)

UML

1. Design data dictionary
2. Use case diagrams
3. Activity diagrams

Build and Test

1. Class diagrams
2. Sequence diagrams
3. Collaboration diagrams
4. Add interface to class diagrams

Software Implementation

1. Coding
2. Use tools for automatic code generation from system specifications.
MBA: BANKING TECHNOLOGY DEGREE
PROGRAMME

II SEMESTER

MBABT 421: Management of Banking & Financial Institutions Hard 3 Credits
MBABT 422: Strategic Financial Management Hard 3 Credits
MBABT 423: Marketing Strategy Management Hard 3 Credits
MBABT 424: Merchant Banking & Financial Services Hard 3 Credits
MBABT 425: Investment & Portfolio Management Hard 3 Credits
MBABT 426: Information Security for Banks Hard 3 Credits
MBABT 427: Data warehousing and Data Mining Hard 3 Credits
MBABT 428: Banking Technology Management Hard 3 Credits
MBABT 429: Lab III – Oracle: Business Intelligence Lab Hard 2 Credits
MBABT 430: Lab IV – CMIE: Corporate Finance Lab Hard 2 Credits
Learning Objectives:
- Introduce the basic ideas of Bank management
- To highlight the Role of RBI
- To provide an overview of different Financial Institution working in India


**Basic Text Book & References:**

1. Koch W Timothy and Scott S Macdonald, “Bank Management” Thomson (South-Western), Bangalore 2008 (Text Book)

**Activity Based Learning**

1. Seminar: On any contemporary topic on functioning of Banking System in India
2. Visit a Bank and Collect Analyse the lending policies & practices
3. Opinion survey/public perception functioning of a Bank
4. Conduct an interview with a Branch Manager on Risk Manager
5. Prepare a Status Report on Best Banks in India
Web Resources

Magazines & Journals
Learning Objectives:


2. **Capital Budgeting**: Nature of Investment Decisions; Investment evaluation criteria, Net Present Value, Internal Rate of Return, Profitability Index, Payback Method, Accounting Rate of Return, NPV and IRR comparison, Capital rationing, Risk analysis and Capital Budgeting - **Cost of Capital**: Meaning and significance; Calculation of cost of Debt, Preference Capital, Equity capital and Retained earnings; Combined Cost of Capital (Weighted), Cost of Equity and CAPM.


Basic Text Book & References:


Activity Based Learning

4. Preparation of Business plans for SSI units.
5. Visit a company and conduct a study on Capital Budgeting Practices followed.
Web Resources


Magazines & Journals

Learning Objectives:
- To introducing the Marketing function, 4Bs, Market Segmentation
- To Induce the Concept of new Product
- Pricing, Promotional Strategies


Basic Text Book & References:

Activity Based Learning
1. Assignment: 1. Create advt. design for a newly launched product.
   2. Find 5 brand and collect its company profile (Individual).
2. Project: Market structure analysis for seeker industry (Group work)
4. Role Play: Display of personal selling & Direct Market for an unsought product.
5. Debate: Current Promotional practices by leading companies – Bare & Bone for customers.
6. Field work: 5 day visit to a Departmental Store/ Vegetable market.

Web Resources
MBA: BANKING TECHNOLOGY DEGREE PROGRAMME
II SEMESTER
MBABT 424: MERCHANT BANKING & FINANCIAL SERVICES
Hard Core
3 Credits

Learning Objectives:
- To introduce the functioning of NBFCs and their financial Services
- To provide the knowledge on legal dimensions and SEBI guidelines for new issues, Mutual funds.
- To provide the basic idea of Credit rating, leasing, venture Capital


Basic Text Book & References:
1. Machi Raju, H.R: Merchant Banking; Wiley Eastern Ltd.; New Delhi.(Text Book)
5. Website of bseindia.com, nse-india.com

**Activity Based Learning**

1. Collecting the Profiles of Merchant Bankers
2. Study on the different future of New issued Applications
3. Compare and contrast select Mutual Funds
4. Survey on a NBFC/ UCF
5. Case study of Lease agreement

**Web Resources**


**Magazines & Journals**

NSE Bulletins, SEBI Bulletins, ICFEI Analyst, SEBI & company Laws, Chartered Secretary.
Learning Objectives:

- To introduce the basics of Security Analysis, Risk and Returns, Corporate Fundamentals
- To give an overview of the Capital Asset Pricing Model


Basic Text Book & References:


Activity Based Learning

1. Assignment: Select comparable companies and do fundamental analysis.
2. Project: Calculate quarterly risk and returns, beta, establish CAPM frame works to select Indian Companies.
5. Survey on Investment habits of Households.

Web Resources


Magazines & Journals

Applied Finance, Finance India, Vikalpa, Indian Journal of Accounting, Chartered Accountant.
Learning Objectives:
This course gives a hands-on-experience to the students to build and manage the financial information systems using object-oriented design by applying established design principles using UML diagrams.


Basic Text Book & References:

Activity Based Learning
1. Security Creation Game
2. Online Test
3. Security Development Test
4. News upbeat
5. Real case discussion

Web Resources
www.nasscom.in, www.mit.gov.in
Learning Objectives:
The main purpose of the course is to develop and gain an understanding of the principles, concepts, functions and uses of data warehouses, data modeling and data mining in business. It focuses on data model for data warehouses and implementing data warehouses: data extraction, cleansing, transformation and loading, data cube computation, materialized view selection, OLAP query processing. Also, it concentrates on fundamentals of data mining, data mining process and system architecture, relationship with data warehouse and OLAP systems, data pre-processing and mining Techniques.

1. The Business Dimensional Lifecycle – Project Planning and Management – Dimensional Modeling – Advanced Dimensional Modeling.

2. Data Warehouse architecture – Back room technical architecture – architecture for the front room – infrastructure and metadata – selecting the products.

3. Aggregates – physical design – data staging – planning the deployment – maintaining and growing the data warehouse.


Basic Text Book & References:


Activity Based Learning
1. Data mining creation game  2. News upbeat  3. Real case discussion

Web Resources
MBA: BANKING TECHNOLOGY DEGREE PROGRAMME
II SEMESTER
MBABT 428: BANKING TECHNOLOGY MANAGEMENT


5. **Contemporary Issues in Banking Techniques** – Analysis of Rangarajan Committee Reports – E Banking - Budgeting – Banking Softwares – Case study: Analysis of Recent Core Banking Software.

**Basic Text Book & References:**

4. Turban Rainer Potter, Information Technology, John Wiely & Sons Inc
5. Banking Technology - Indian Institute of Bankers Publication

**Activity Based Learning**
1. Survey on the implementation of Banking Technology in Banks
2. Seminar on various Reports of RBI to implement Banking Technology
3. Industrial Visit to a Bank Data Centre and evaluate the Security System
4. Seminar on Payments Systems and Patterns
5. Design report on Banking Technology Problem.

**Web Resources**
[www.idrbt.ac.in](http://www.idrbt.ac.in), [www.bankingtech.com](http://www.bankingtech.com), [www.banknetindia.com](http://www.banknetindia.com)
Learning Objectives:
This lab imparts the practical knowledge of the techniques and tools to provide effective business intelligence. It enables the students to leverage data warehousing and data mining to solve business problems faster by using online analytical processing, data warehousing and data mining tools. Also, this lab offers a comprehensive knowledge and strategic analysis of the data mining and warehousing technologies.

- Defining Business Requirements
  - Dimensional Analysis
  - Developing Information Packages
  - Requirements Definition

- Architecture and Infrastructure Specification

- Metadata definition

- Multi-Dimensional Modeling
  - Star Schema
  - Snow Flake Schema

- Extraction, Transformation and Loading
  - Defining rules for ETL
  - Usage of ETL Tools

- Information Delivery – OLAP, ROLAP and MOLAP

- Data Mining – Usage of Data Mining Tools
MBA: BANKING TECHNOLOGY DEGREE PROGRAMME
II SEMESTER
MBABT 430: Corporate Finance Lab

List of Practicals

Based on Annual Reports of Companies:

- Analysis of Financial Statements based on the any five select annual reports, Important Ratios, Funds Flow Analysis statements, Examining the trends over a period of time, Comparison between cross category ratios, cross sectional analysis

CMIE Based:

- Extraction of Industry wise data on select fundamentals
- Extraction of Company specific data on Fundas
- Annual data on select indicators across companies in a given industry
- Data on select Big Business Houses in India
- Data on Capital structure designs of select industries
- Sector wise Stock Price Indices
- Company specific Price charts and identification of events

Excel Based Exercises:

- Estimation of Daily Returns, Weekly Returns, Monthly, Quarterly and Half yearly returns
- Calculation of Geometric Mean and Standard deviation to returns
- Estimation of Beta for select stocks in select industries
- Working out leads and lags in the stock market

SPSS Based Exercises:

- Calculation of correlation between funds and stock returns
- Estimation of Multiple Regression Equation between select firm values and market returns
- Dummy value regressions, step-wise regressions
- Multivariate Analysis : Factor Analysis and Principle Component Analysis
- Discriminate functions and Credit Rating
- Cluster Analysis and Data distances
MBA: BANKING TECHNOLOGY DEGREE PROGRAMME

III & IV SEMESTERS

III SEMESTER:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Type</th>
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<tbody>
<tr>
<td>MBABT 511</td>
<td>Global Financial Markets &amp; International Banking</td>
<td>Hard</td>
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<tr>
<td>MBABT 512</td>
<td>Treasury &amp; Derivatives Management</td>
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<td>MBABT 513</td>
<td>Information System Audit</td>
<td>Hard</td>
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<tr>
<td>MBABT 514</td>
<td>IT Infrastructure Management for Banks</td>
<td>Hard</td>
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<td>Elective – Paper 4</td>
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<tr>
<td>MBABT 515</td>
<td>Lab V: SAP: Banking Technology lab</td>
<td>Hard</td>
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<tr>
<td>MBABT 516</td>
<td>Lab VI: Stock and Forex Trading lab</td>
<td>Hard</td>
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<tr>
<td>MBABT 517</td>
<td>Summer Project &amp; Viva</td>
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IV SEMESTER:

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<td>Project Work &amp; Viva</td>
<td>Hard</td>
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<tr>
<td>MBABT 562</td>
<td>Comprehensive Viva-voce</td>
<td>Hard</td>
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</table>
Learning Objectives:
- To give an overview of International Business Environment
- NITY & GITTY functioning of Foreign Exchange Market, Euro Currency Markets, International Instruments
- To Introduce the Banking Practices of European, Asian and American Banks


**Basic Text Book & References:**


**Activity Based Learning**

1. Project: Profile of any five MNC Companies.
2. Assignment: Brief note on current status of Euro Currency Markets
3. Identify the Financing Strategies of Major Cross Projects of MNCs
4. Develop a case study on cross country capital flows
5. Prepare a Review a Review paper on determinants of Forex Markets.

**Web Resources**

**Magazines & journals**

Learning Objectives

- To Introduce the features of Govt. bound markets
- To provide the basics of forward, features, options


4. Strategies: Simple strategies of Hedging, Speculation and Arbitrage from Index futures and stock futures – Long stock, short Nifty; short stock and long Nifty; Bullish index and long Nifty; Bearish index, short Nifty Futures; Strategies using Options: Bullish Index, Buy Nifty calls and sell Nifty puts – Bull spreads – Buy a call and sell another – Put/Call Parity with spot options arbitrage.


Basic Text Book & References:

5. Rules, Regulations and Bye-laws (F&O Segment) of NSE & NSCCL

Activity Based Learning

6. Identify the auctioning system in G-Sec.
7. Evaluate the trends in Money Market Institutes
8. Develop a case on linkage between spot and financial markets
9. Visit to a commodity market brokerage firm and submit a Report
10. Conduct a survey on Investors on awareness of Derivatives market

**Web Resources**

**Magazines & journals**
- RBI Bulletins, NSE Fact Books, RBI Currency & Finance, CMIE Databases, MCX Annual Reports
Learning Objectives:
This course focuses on the audit and control aspects of information systems. It also deals with the risks, controls, and audit to information systems. This course emphasizes on the management control framework, data resource management controls, application control framework and processing controls. It also enables student to carry out projects which will provide experience in audit and control.


4. The Application Control Framework – Boundary Controls – Input Controls - Communication Controls

5. Processing Controls – Database Controls – Output Controls

Basic Text Book and References


Activity Based Learning

Web Resources
Learning Objectives:
The objective of this course is to expose the emerging area of IT Infrastructure and its Management. It focuses on the IT governance and risk management. It also deals with the risk management framework. This course comprehensively deals with IT infrastructure management and ITIL service delivery and COBIT framework.


2. Data Center Management – Data Center Basics – Data Center Architecture – Data Center Design – Data Center Network Design - Data Center Maintenance – Data Center HVAC – Data Center consolidation


5. Continual Service Improvement principles - Continual Service Improvement processes – Continual Service Improvement methods and techniques – Implementing Continual Service Improvement

Text Books & References

Activity Based Learning
1. Management Games
2. Online Aptitude Test
3. Talent Hunt
4. Survey on COBIT Practices
5. Review of Literature across different Banking related Problems
Web Resources
MBA: BANKING TECHNOLOGY DEGREE PROGRAMME
III SEMESTER
MBABT 515: BANKING TECHNOLOGY LAB

Learning Objectives:
This lab imparts knowledge of design and development of banking software like Mobile Banking, Internet Banking, ATM system and Financial Middleware. Also, it focuses on a detailed study on the recent core banking software.

Lab Exercises

Design and Develop the following Banking Software using the appropriate technologies:

- **Mobile Banking**
  - Balance Enquiry
  - Cheque Book Request
  - Stop Cheque
  - Credit/Debit Notification
  - Bill Payment

- **Internet Banking**
  - Electronic Funds Transfer
  - Account Management
  - Loan Application
  - Registering of new bank services
  - Customer Information Management

- **ATM system**
  - Balance Enquiry
  - Withdrawal
  - Deposit
  - Pin change
  - Mini statement

- **Financial Middleware**
  - Design of
    - Online Banking Middleware
    - ATM Middleware
    - Mobile Middleware
    - Banking Software Middleware

- **Study on the recent Core Banking Software.**
List of practicals

- Evaluation of New Issue application forms
- Identification of Risk Factors and Project viability in New Issues
- Exploring the NEAT and BOLT screen based trading
- Order types, Order Booking
- Opening up of a DP account, PAN, etc
- Trading and Settlement activities of on-line trading
- Preparation of Technical Charts, exploring trends
- Fundamental Analysis of Industry and identification of growth stocks
- Company specific events and identification of stock price reaction to Dividend and Bonus announcements
- Index Preparation and examining the portfolio performance
- Clearing and Settlement activities and MIS Reporting
- Marketing of Mutual Funds and Infrastructure Bonds – Critical Factors
- F&O Segment – Broader features of the Screen trading
- F&O Segment – Calculation of Cost of Carry, impounded costs
- F&O Segment – Sport Market linkage
- Forex trading – Basics
- Determination of Merchant Rates
- Forward Trading
- Currency Derivatives
MBA: BANKING TECHNOLOGY
DEGREE PROGRAMME

ELECTIVES
ELECTIVE: SYSTEM STREAM

MBABT 521 : Software Project Management            Soft  3 Credits
MBABT 522 : Service Oriented Architecture          Soft  3 Credits
MBABT 523 : IT Laws and Cyber Crimes                Soft  3 Credits
MBABT 524 : Enterprise Resource Planning (ERP)     Soft  3 Credits
MBABT 525 : E Commerce & Internet Trading           Soft  3 Credits
MBABT 526 : Financial Enterprise Application Integration Soft  3 Credits
MBABT 527 : Software Architecture for Financial Software Soft  3 Credits
MBABT 528 : Smart Banking Technologies              Soft  3 Credits

2. **Software Quality assurance** – Quality control and Quality assurance, cost and benefits of quality, Software quality assurance tools, Software Quality analyst’s functions. **Software Configuration Management** – Processes and activities. **Risk Management** – Processes and activities.

3. **Project Schedule planning** - Top down and bottom up planning – initial and final project schedule plans – types of activity relationships – estimating the duration of an activity – critical path – identifying milestones – activity responsibility matrix – project check list.

4. **Project tracking** - Overview of project progress – project outlook – occurrence of tracking – tracking meetings – tracking meeting agenda - tracking meeting ground rules – recovery plans – the role of escalations. **Project estimation** – Processes and activities.


**Basic Text Book & References:**


**Activity Based Learning**

1. Creation of Software Project Model.
2. Documentation of Project Activity Based Learning.
3. Organising Software team to formulate new standard
4. Project Scheduling through MS Project Software
5. Testing through testing Software
6. Project Budget Preparation.
7. Online Test.
8. Group Discussion.

**Web Resources**


3. **Service Enablement** - Basic web services elements - Core web services standards stack - The Importance of WSDL - The design of SOAP - The use of registries via UDDI - The basic concepts of service orientation - Distributing Services Across a Network - Aligning functional and nonfunctional requirements - The role of Intermediaries in Service Networks - Modeling SOA building blocks - Using UML to analyze and design interfaces - Generating a domain model - Implementing and realizing Use Cases - Showing web service collaboration - Usage of communication diagrams.


5. **SOA in Banking Domain** - Banking business processes – SOA in Core Banking Software – Case Studies.

**Basic Text Book & References:**


**Activity Based Learning**

1. Seminar on SOA Implementations
2. Case Presentation
3. Seminar on SOA Software & Tools
4. Course Project.

**Web Resources**


**Basic Text Book & References:**


**Activity Based Learning:**

1. Role play: Cyber Crime in a bank’s premises.
2. Assignment: Project Cyber Crime situation in India by 2015 based on current scenean’s.

**Web Resources**


4. **Description** – Multi-client server solution - Open technology - User Interface - Application Integration.

5. **Basic architectural Concepts** - The system control interfaces - Services - Presentation interface – Database Interface – Case study.

**Basic Text Book & References:**


**Activity Based Learning**

6. Survey on ERP Software
7. Presentation Business Engineering
8. Comparative Study on ERP Software
9. Case Study Presentation
10. Course Project.

**Web Resources**


**Basic Text Book & References:**

3. David S. Nassar, “How to Get Started in Electronic Day Trading”
4. Bruce C, “How to Use the Internet to Advertise, Promote and Market Your Business or Website with Little or No Money”

**Activity Based Learning**

1. E-Portal Development  
2. Security Contest  
3. E-Security Model Creation  
4. E-Advertisement Design  
5. E-Database Creation  
6. E-crm Model Creation  
7. E-Survey  
8. Case Study  
9. e-market/e-product assessment

**Web Resources**

MBA: BANKING TECHNOLOGY DEGREE PROGRAMME

III SEMESTER: ELECTIVE

MBABT 526 : FINANCIAL ENTERPRISE APPLICATION INTEGRATION

Soft Core
3 Credits


2. **Integration of separate systems** - Legacy systems - Client-server systems - Intranets and Extranets - Data warehouses - Major integration technologies - XML - Data analysis and design - XSL - Key application areas – EDI - Programming level EAI - COM, Active X, JAVA, etc.

3. **Pluggability and frameworks for EAI** - Partial models (views) as reusable artifacts - Collaborations – Roles - Synthesis of collaborations - Pluggable code and connector protocols - Component kits and building tools - Component architecture - Common models - Common couplings - Wrapping existing assets - Product Vs Component building – Frameworks - Generic models.


5. **EAI in products - ERP** - Content management systems - Knowledge management repositories - Data warehouses - Web-based OLAP/data mining tools - EAI in Banking Domain – Case Studies.

Basic Text Book & References:

1. *Enterprise Application Integration, David S. Linthicum, Addison-Wesley Professional, 1999 (Text Book)*
4. Understanding EAI: Enterprise Application Integration, Michael Rowell, Sams, 2000
6. Enterprise Application Integration with CORBA Component and Web-Based Solutions, Ron Zahavi and David S. Linthicum, , John Wiley & Sons, 1999

**Activity Based Learning**

1. Seminar on different Integrative Techniques
2. Seminar on SOA based EAI
3. Case Study Presentation
4. Course Project

**Web Resources:**


**Basic Text Book & References:**

2. Software Architecture : Perspectives on an engineering discipline, Mary Shaw and David Garlan, Prentice-Hall of India private limited, 2000

**Activity Based Learning**

1. Presentation on Architectural Pattern  
2. Case Study Presentation  
3. Assignment based on SAA  
4. Course Project

**Web Resources**

[www.sei.cmu.edu/architecture](http://www.sei.cmu.edu/architecture), [www.softwarearchitectureportal.org](http://www.softwarearchitectureportal.org), [www.handbookofsoftwarearchitecture.com](http://www.handbookofsoftwarearchitecture.com)
1. **Smart Banking** – Introduction – Characteristics of Smart Banking environment – Components and Technologies of Smart Banking environments – Issues in Smart Banking.


5. **Case Studies in Software Agents**, **RFID**, **Context Aware Computing**.

**Basic Text Books & References:**

2. RFID, Steven Shepard, Mc Graw Hill 2004 (Text Book)
5. RFID Implementation, Dennis Brown, Mc Graw Hill Osborne Media, 2006
6. Fast and Efficient Context-Aware Services (Wiley Series on Communications Networking & Distributed Systems) Danny Raz, Arto Tapani Juhola, Joan Serrat-Fernandez, Alex Galis

**Activity Based Learning**

1. Survey on Smart Environment
2. Seminar on Context-Aware Computing
3. Case Study Presentation
4. Course Project

**Web Resources**

[www.mavhome.uta.edu](http://www.mavhome.uta.edu), [www.awarehome.imtc.gatech.edu](http://www.awarehome.imtc.gatech.edu), [www.media.mit.edu](http://www.media.mit.edu)
ELECTIVE: FINANCE STREAM

MBABT 531 : Insurance & Risk Management                      Soft  3 Credits
MBABT 532 : International Financial Management               Soft  3 Credits
MBABT 533 : Credit Risk Management in Banks                   Soft  3 Credits
MBABT 534 : Bank Mergers & Acquisitions                       Soft  3 Credits
MBABT 535 : Forex & Currency Derivatives                      Soft  3 Credits
MBABT 536 : EXIM Financing & Documentation                   Soft  3 Credits
MBABT 537 : Corporate Taxation Management                     Soft  3 Credits
MBABT 538 : Financial Statement Analysis using SPSS           Soft  3 Credits
MBA: BANKING TECHNOLOGY DEGREE PROGRAMME

III SEMESTER: ELECTIVE

MBABT 531: INSURANCE & RISK MANAGEMENT


4. **Non-Life Insurance** -Fire insurance- Standard fire policy; Marine- Cargo and Hull insurance-Types; Motor insurance- Liability insurance, Types of policies; Engineering insurance- Electronic equipment insurance, Burglary insurance- Underwriting Practices – Claims settlement.


**Basic Text Book & References:**

4. Life Insurance Corporation Act 1956

**Activity Based Learning**

1. Evaluation of Different Policies of Selected Companies across industry
2. Market survey of Insurance awareness

**Web Resources**

[www.irdaindia.org](http://www.irdaindia.org), [www.licindia.com](http://www.licindia.com), [www.hdfcinsurance.com](http://www.hdfcinsurance.com), [www.ecgc.in](http://www.ecgc.in)
1. **International Monetary and Financial System**: Importance of international finance; Bretton woods conference and afterwards, IMF and the World Bank; European monetary system - meaning and scope.

2. **Balance of Payment and International Linkages**: Balance of payments and its components; International flow of goods, services and capital; Coping with current account deficit.

   **International Financial Markets and Instruments**: International capital and money markets; Money and capital market instruments; Salient features of different international markets; Arbitrage opportunities; Integration of markets; Role of financial intermediaries.

3. **Foreign Exchange Markets**: Determining exchange rates; Fixed and flexible exchange rate system; Exchange rate theories; Participants in the foreign exchange markets; Foreign exchange market - cash and spot markets; Exchange rate quotes; LERMS; Factors affecting exchange rates - spot rates, forward exchange rates, forward exchange contracts; Foreign exchange and currency futures; Exchange rate arrangement in India; Exchange dealings and currency possession; information and communication; Foreign exchange trades.

4. **International Capital and Money Market Instruments**: GDRs, ADRs, IDR, Euro bonds, Euro loans, Repos, CPs, floating rate instruments, loan syndication and Euro deposits.

**Basic Text Book & References:**
2. Buckley, Adrian; Multinational Finance, Prentice Hall, New Delhi.

**Activity Based Learning**
1. A study on exchange rate volatility.
2. An analysis on efficiency of international capital markets.

**Web Resource**


4. **Financial Distress Models and Methodology** – Bankruptcy risk – Credit Portfolio Management – Optimizing three variables of share holder’s value, cost of capital and credit grade – Mc Kinsey Valuation Model – How do International Banks price loans?


**Basic Text Book and References:**


**Activity Based Learning**

1. Study on credit risk management adopted by Public Sector Banks
2. Performance Evaluation of Public Sector & Private Sector banks

**Web Resource**

MBA: BANKING TECHNOLOGY DEGREE PROGRAMME
III SEMESTER: ELECTIVE
MBABT 534: BANK MERGERS AND ACQUISITIONS

Soft core
3 credits

1. **Forms of corporate restructuring**-expansion-sell-offs-corporate control-changes in ownership structure-issues raised by restructuring-early corporate mergers movement-global banking mergers-mergers in Indian banks-Theory of the firm and corporate activity-rationale for the existence of the firm-transaction cost efficiency-production cost efficiency-the firm as a nexus of contracts-organizational forms-vertical structure-horizonal structure-organization behavior-monitoring and ownership structure.

2. **Strategy, diversification and mergers**-strategy-basic steps in strategic planning-diversity in strategic planning-processes-alternative analytical frameworks-approaches to formulating strategy-the porter approach-formulating a competitive strategy-diversification strategy-diversification planning-mergers and the carry over of managerial—capabilities-Merger types and characteristics-economic rationales for major types of mergers-a framework for analysis of mergers-managerial synergy and horizontal and related mergers-financial synergy and pure conglomerate mergers-the role of the industry life cycle-product life cycle and merger types.


**Basic Text Books & References:**


**Web Resources**

[www.mapesofindia.com](http://www.mapesofindia.com), [www.indbankonline.com](http://www.indbankonline.com), [www.keynoteindia.net](http://www.keynoteindia.net), [http://www2.goldmansacbs.com](http://www2.goldmansacbs.com), [www.moneycontrol.com](http://www.moneycontrol.com)
MBA: BANKING TECHNOLOGY DEGREE PROGRAMME
III SEMESTER: ELECTIVE
MBABT 535 : FOREX & CURRENCY DERIVATIVES
Soft Core
3 Credits


**Basic Text Book and References:**

1. *Alan C Shapiro: Multinational Financial Management, Prentice Hall, New Delhi (Text Book).*

**Activity Based Learning**

1. Currency Game
2. Currency Rate Prediction
3. Online Currency trading
4. Currency Conversion Game
5. Future and option contract Activity Based Learning
6. Market watch
7. Identification of Interest Rate
8. Currency Rate converted

**Web Resources**

1. **Introduction: Export documentation**: Foreign exchange regulations; ISO 9000 series and other internationally accepted quality certificates; Quality control and pre-shipment inspection; Export trade control; Marine insurance; Commercial practices.

2. **Export Procedures**: General excise clearances; Role of clearing and following agents; shipment of export cargo; Export credit; Export credit guarantee and policies; Forward exchange cover; Finance for export on deferred payment terms; Duty drawbacks.

3. **Import Procedures**: Import licensing policy; Actual user licensing; Replenishment licensing; Import-export pass book; Capital goods licensing; Export houses and trading houses.

4. **Export Incentives**: Overview of export incentives-EPCG, Duty drawbacks, duty exemption schemes, tax incentives; Procedures and documentation.

5. **Trading Houses**: Export and trading houses schemes – criteria, procedures and documentation; Policy and procedures for EOU/FTZ/EPZ/SEZ units.

**Basic Text Book & References:**


**Activity Based Learning**

1. To evaluate the role of EXIM banks in economic development in India.
2. SEZ: Issues and challenges.

**Web Resources**

[www.eximbankindia.com](http://www.eximbankindia.com), [www.asianeximbanks.org](http://www.asianeximbanks.org), [www.sezindia.nic.in](http://www.sezindia.nic.in)


3. **Tax planning and Managerial Decisions** – Tax planning in respect of own or lease - sale of assets used for scientific research – make or buy decision – Repair – replace – renewal or renovation - shutdown or continue decisions.

4. **Special Tax provision** – tax provisions relating to free trade zones – Infrastructure sector and backward areas – Tax incentives for exporters.

5. **Tax issues relating to Amalgamation** – Tax planning with reference to amalgamation of companies- Tax payment – Tax deductions and collection at source – Advance payment of tax.

**Basic Text Book & References:**

1. **Ahuja G.K and Ravi Gupta:** *Systematic Approach to Income tax and Central Sales Tax, Bharat Law House, New Delhi (Text Book)*
2. Circulars issued by C.B.D.T
3. Income tax act, 1961
5. Lakhotia, R.N: Corporate tax planning, Vision publications, Delhi

**Activity Based Learning**

1. A Study on effectiveness of double taxation treaty (DTTT).
2. An analysis on tax implications in financial decisions.

**Web Resources**

[www.incometaxindia.gov.in](http://www.incometaxindia.gov.in), [www.clb.nic.in](http://www.clb.nic.in), [www.mca.gov.in](http://www.mca.gov.in), [www.taxman.com](http://www.taxman.com)
MBA: BANKING TECHNOLOGY DEGREE PROGRAMME
III SEMESTER: ELECTIVE
MBABT 538: FINANCIAL STATEMENT ANALYSIS USING SPSS


Basic Text Books & References:


Activity Based Learning
1. Assignment: Common size state analysis of two/three companies in banking industry.
3. Group work: Market reaction to select company’s information release.

Web Resources
www.moneycontrol.com, www.companiesandmarkets.com,
**ELECTIVE: MARKETING STREAM**

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<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>MBABT 541</td>
<td>Branding &amp; Consumer Behaviour For Banks</td>
<td>Soft</td>
<td>3</td>
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<tr>
<td>MBABT 542</td>
<td>Services Marketing for Banks &amp; Financial Institutions</td>
<td>Soft</td>
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<tr>
<td>MBABT 543</td>
<td>Retail Marketing &amp; E-tailing</td>
<td>Soft</td>
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<td>MBABT 544</td>
<td>Bank Customer Relationship Mgt.</td>
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<td>MBABT 545</td>
<td>Advertising &amp; Sales promotion For Banks</td>
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<tr>
<td>MBABT 546</td>
<td>Marketing Research-Tools &amp; Techniques</td>
<td>Soft</td>
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<td>MBABT 547</td>
<td>Cyber Marketing Strategies</td>
<td>Soft</td>
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<tr>
<td>MBABT 548</td>
<td>Software Marketing Management</td>
<td>Soft</td>
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</tbody>
</table>
1. **Consumer Behaviour and Marketing Action**: An overview - Consumer involvement, decision-making processes and purchase behaviour and marketing implications - Consumer Behaviour Models.

2. **Environmental influences on consumer behaviour** - Cultural influences - Social class, reference groups and family influences - Opinion leadership and the diffusion of innovations – Marketing implications of the above influences.

3. **The individual consumer and buying behaviour and marketing implications** - Consumer perceptions, learning, attitudes, motivation and personality - psychographics, values and lifestyles.

4. **Strategic marketing applications** - Market segmentation strategies - Positioning strategies for existing and new products, Re-positioning, perceptual mapping - Marketing communications - Source, message and media effects. Store choice and shopping behaviour - In-Store stimuli, store image and loyalty - Consumerism - Consumer rights and Marketers' responsibilities.

5. **The Borderless Consumer Market and buying behaviour** - Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - Issues of privacy and ethics.

**Basic Text Book & References:**

1. **Loudon and Della Bitta: CONSUMER BEHAVIOUR: CONCEPTS AND APPLICATIONS, Tata Mc-Graw Hill. (Text Book)**
2. Henry Assael: CONSUMER BEHAVIOUR AND MARKETING ACTION, Kent Publishing Co.).
4. Bennet and Kassarjian: CONSUMER BEHAVIOUR, (Prentice Hall of India)
   Schiffman and Kanuck: CONSUMER BEHAVIOUR, Pearson Education Asia, 7th. Edition,

**Activity Based Learning**

1. Field study: Five days observation study of consumer behavior in a Bank.
3. Study: Positioning strategies adopted by new generation PVPSB Vs. PSB
4. Role play: 1. Consumer and Banker discussion in a new product/ service
   2. Dealing with a launch critical/ tough bank custody by a Branch staff.
MBA: BANKING TECHNOLOGY DEGREE PROGRAMME
III SEMESTER: ELECTIVE
MBABT 542: SERVICES MARKETING FOR BANKS & FINANCIAL INSTITUTIONS

Soft Core
3 Credits

1. MARKETING OF SERVICES - Introduction - Growth of the Service Sector -The Concept of Service - Characteristics of Services-Classification of Services - Designing the Service-Blueprinting, Using Technology, Developing Human Resources, Building Service Aspirations.


3. STRATEGIC MARKETING MANAGEMENT FOR SERVICES - Matching Demand and Supply through Capacity Planning and Segmentation - Internal Marketing of a Service - External versus Internal Orientation of Service Strategy.


5. MARKETING OF SERVICES WITH SPECIAL REFERENCE TO
(a) Financial Services
(b) Health Services
(c) Hospitality Services including Travel, Hotels and Tourism.
(d) Professional Services
(e) Public Utility Services
(f) Communication Services
(g) Educational Services

Basic Text Book & References:
   (Text Book)
5. Ron Zemke & Dick Schaaf: THE SERVICE EDGE.
6. Raghu & Vasanthi Venugopal: SERVICES MARKETING.

Activity Based Learning
1. Assignment: Practice of 7 PIS in reference to a Bank.
4. Case study: Discussion on a current case of a banking/ FI.
MBA: BANKING TECHNOLOGY DEGREE PROGRAMME
III SEMESTER: ELECTIVE
MBABT 543: RETAIL MARKETING & E-TAILING

Soft Core
3 Credits


2. **Retail store location and layout** - Country/Region analysis - Trade area analysis - Site evaluation and selection - Store design and layout - Comprehensive store planning - Exterior design and layout - Interior store design and layout - Interior design elements.

3. **Planning merchandise needs and merchandise budgets** - Methods for determining inventory evaluation - Assortment planning, buying and vendor relations - Merchandise pricing - Price strategies - Psychological pricing - Mark-up and markdown strategies.

4. **Communicating with the retail customer** - Retail promotion mix - Advertising - Sales promotion - Publicity - Retail selling process - Retail database.

5. **Globalization and changing retail formats** - Virtual store - E-relating International Retailing - Opportunities - Market entry formulas - new customized formats (customized stores, portable stores, merchandise depots, retail theatre, service malls, customer-made stores, interactive kiosk 'shopping arcades')

**Basic Text Book & References:**

1. **Ron Hasty and James Reardon:** RETAIL MANAGEMENT. (Text Book).
2. Rona Ostrow and Sweetman R. Smith: DICTIONARY OF RETAILING.
   Lucas, Robert Bush & Larry Gresham: RETAILING (Honoughton Miffin, AIPD, India).

**Activity Based Learning**

1. Case study: Any one of Indian/ International Retail Company.
2. Assignment: Develop rules promotion strategy for a retail store.
4. Field work: 2 days placement in a retail store for observation/ market survey reg. brand etc.
1. **CRM concepts**: Acquiring customers, customer loyalty, and optimizing customer relationships. CRM defined: success factors, the three levels of Service/ Sales Profiling, Service Level Agreements (SLAs), creating and managing effective SLAs.


3. **Sales Force Automation** - Sales Process, Activity, Contact, Lead and Knowledge Management. Field Force Automation. CRM links in e-Business: E-Commerce and Customer Relationships on the Internet, Enterprise Resource Planning (ERP), Supply Chain Management (SCM), Supplier Relationship Management (SRM), Partner relationship Management (PRM).

4. **Analytical CRM**: Managing and sharing customer data - Customer information databases, Ethics and legalities of data use. Data Warehousing and Data Mining concepts. Data analysis: Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.


**Basic Text Books & References:**
6. Kristin L. Anderson & Carol J Kerr: CUSTOMER RELATIONSHIP MANAGEMENT
7. Bcrnd H Schmitt: CUSTOMER EXPERIENCE MANAGEMENT: A REVOLUTIONARY APPROACH TO CONNECTING WITH YOUR CUSTOMERS.

**Activity Based Learning**
1. Role Play: 1. Cross selling of a product / up-selling. 2. Call Centre customer service.
2. Survey: Customer Relationship in the Internet.
3. Assignment: SOM/ ERP practice of a select organization.
4. Case study/ Analysis: A successful Customer Relationship Management case either Indian/ Foreign case.

2. **COPY DECISIONS** - Visualization of Ad Layout - Elements of Ad Copy and Creation - Principles of verbal versus visual thinkers, Styles and Stages in advertising copy creation - Copy (Pre-) Testing methods and measurements.


**Basic Text Book & References:**

1. Wells, Burnett & Moriarty: *ADVERTISING PRINCIPLES AND PRACTICES, Prentice-Hall (Text Book)*
8. David Ogilvy: *OGILVY ON ADVERTISING*.
11. Pran Nath Chowdhury: *SUCCESSFUL SALES PROMOTION*.

**Activity Based Learning**

1. **Assignment:**
   1. Develop an Advt. copy for a product of ‘X’ bank print.
2. **Role play:**
   A new product/ service/ among and customer reaction.
3. **Survey:**
   Impact of Advt. of a --- Bank in Eco/ print medium.
4. **Analysis:**
   Advt. practices of select banks & it’s impact.


4. **Data Instruments** - Data Collecting Methods - Field Operations - Errors' and Difficulties - Data Processing, Coding and Editing.


**Basic Text Book & References:**

4. Paul E. Green & Donald S. Tull: RESEARCH FOR MARKETING DECISIONS.
5. Richard I. Levin: STATISTICS FOR MANAGEMENT.

**Activity Based Learning**

1. Debate: Marketing Research and Business Development of an organization.
3. Assignment: Develop a structured questionnaire for customer satisfaction/ brand product.
4. Analysis: Use dummy data and apply & analyse the results using any statistical tool.
5. Role play: Rescauter & Respondent Response of a structured interview.

**Web Resources**

[www.spss.co.in](http://www.spss.co.in), [www.systat.com](http://www.systat.com)


**Basic Text Book & References:**


**Activity Based Learning**

1. Role Play: Personal selling talk with a customer.
2. Assignment: Ad-copy design for print/ Internet media.

2. **Online service marketing** - World wide web/Internet marketing - Pantom fireworks Home page - Retail direct marketing

3. **Magazines** - Regional editions - Pilot publications - Bind in Insert card - Bingo cards - Timings and frequency - Determining paper and size - Colorful advertising foreground – background – Positioning


5. **Electronic Media applications** - Broadcast TV in different types of channels - Cable TV - Home shopping show – Radio – Videocassettes - TV in Multimedia mix - Careers in direct marketing - Strategic Planner skill description.

**Basic Text Book & References:**

1. *Ronald.B.Marks, Personal Selling An Interactive approach, Allyn and Bacon, New York (Text Book)*
4. Dan Conde, "Software Product Management: Managing Software Development from Idea to Product to Marketing to Sales”

**Activity Based Learning**

1. Assignment: Design Advt. and appropriate Media selection.
3. Project: Choose few Advt. /Project strategies of leading Software companies and Analysis.
4. Case Study: Case Study of Intel-inside campaign.

**Web Resources**

[www.softwaremarketingsecrets.com](http://www.softwaremarketingsecrets.com), [www.mplans.com](http://www.mplans.com), [www.softwaremarketingresource.com](http://www.softwaremarketingresource.com)
## ELECTIVE: HR STREAM

<table>
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<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Type</th>
<th>Credits</th>
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<tbody>
<tr>
<td>MBABT 551</td>
<td>HRM in Knowledge Based Organisations</td>
<td>Soft</td>
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<tr>
<td>MBABT 552</td>
<td>Industrial Relations &amp; Labour welfare in Banks</td>
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<td>MBABT 553</td>
<td>Organisational Development &amp; Change</td>
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<td>MBABT 554</td>
<td>Human Resources Development &amp; Manpower Planning</td>
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<td>MBABT 555</td>
<td>HR Information Systems for Banks</td>
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<td>MBABT 556</td>
<td>Human Resources Accounting for IT Companies</td>
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<tr>
<td>MBABT 557</td>
<td>Employee Legislation: Cases &amp; Practices</td>
<td>Soft</td>
<td>3</td>
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<tr>
<td>MBABT 558</td>
<td>Global HR Practices &amp; Cross Cultural Management</td>
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</table>
1. **An Introduction to life in organizations**: Concept and Characteristics of KBOs; Dimensions of HRM in KBOs; New Role and Challenges for HRM in the KBO.

2. **Managing Knowledge for organizational effectiveness**: Process and Methods; Concept of Intellectual Capital and Learning Orientation in the Organizations; Knowledge and Role related issues; Performance Appraisal in a KBO – Discussion.

3. **Managing Knowledge and OPH** [Personnel and Organizational Health - Rewarding Knowledge - Management of Retention and KBO.


5. **Comprehensive Case Study on HRM in a KBO**: Collection and Compilation of the material by the participants under the guidance of the Resource Person.

**Basic Text Book & References:**

3. Management by Consciousness, Edited by Dr. G. P. Gupta, Sri Aurobindo Society, Pondicherry.

**Activity Based Learning**


**Web Resources**

[www.citehr.com](http://www.citehr.com), [www.books.google.co.in](http://www.books.google.co.in)
1. **Introduction** - Concept and Determinants of Industrial Relations - Industrial Relations in India - Managing IR Changes - IR and Productivity - Technology and IR - Effective Communication Systems and IR Management - Indian Culture & IR.


3. **Employee Counseling** - Types, Methods, Content, Problems, Consultative Bodies (Bipartite, Tripartite) and IR Strategies - A Discussion - Worker Development & Worker participation.


5. **Labor Administration** - ILO, ILC and Indian Constitutional Provisions in Relation to Labor Administration - Central Machinery of Labor Administration - Labor Administration at the State, District and Local Levels. Contemporary Trends and Future of Industrial Relations in India.

**Basic Text Book & References:**

3. T.N. Bhagoliwala: ECONOMIC OF LABOR AND SOCIAL WELFARE.
4. Relevant Reports of Government of India such as REPORT OF NATIONAL COMMISSION LABOR - FIVE YEAR PLANS.
6. Journals: INDIAN LABOR JOURNAL and INDIAN JOURNAL OF INDUSTRIAL RELATIONS.

**Activity Based Learning**


**Web Resources**

1. **Change** - stimulating forces - planned change - change agents - unplanned change – Model of organisational change - Lewin's three Step Model.

2. **Resistance to change** - individual factors - organisational factors – techniques to overcome change.


**Basic Text Book & References:**

1. *French & Bell: ORGANISATIONAL DEVELOPMENT, McGraw-Hill (Text Book)*

**Activity Based Learning**


**Web Resources**

1. **Learning Objectives** - domains of learning - methods of learning - importance of teaching techniques - instruction technology - instructor behaviour - attention versus involvement.

2. **Need for Training and Development** - Role of Development offices - administrators, consultants, designers and instructors - determining training needs - potential macro needs - usefulness of training - development of competency-based training programs.

3. **Methods of training** - on the job training - off the job training - choosing optimum method - the lecture - field trips - panel discussion - behaviour modeling - interactive demonstrations - brain storming - case studies - action mazes, incident process, jigsaws, in-baskets, team tasks buzz-groups and syndicates, agenda setting, buzz groups, role plays, reverse role plays, doubling role plays, rotation role plays, finding metaphors, simulations, business games, clinics, critical incidents, fish bowls, T-groups, hot role plays, data gathering, grouping methods, Transactional analysis, expectation analysis.

4. **Need for development** - differences between training and development - management development programs - evaluation of programs - employee appraisal methods.

5. **Components of wage and salary packages** - methods of wage fixation - salary packages and deductions - French benefits - other monetary allowances - wage and salary administration in India.

**Basic Text Book & References:**


**Activity Based Learning**
1. Organisation Management  
2. Strategic Management,  
3. Management Game  
4. News upbeat  
5. Talent Hunt

**Web Resources**

MBABT 555: HR INFORMATION SYSTEM FOR BANKS

Soft Core
3 Credits

1. **Introduction**: Data & Information needs for HR Manager; Sources of Data; Role of ITES in HRM; IT for HR Managers; Concept, Structure, & Mechanics of HRIS; Programming Dimensions & HR Manager with no technology background; Survey of software packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco’s Marshal [only data input, output & screens];

2. **Data Management for HRIS**: Data Formats, Entry Procedure & Process; Data Storage & Retrieval; Transaction Processing, Office Automation and Information Processing & Control Functions; Design of HRIS: Relevance of Decision Making Concepts for Information System Design; HRM Needs Analysis – Concept & Mechanics; Standard Software and Customized Software; HRIS – An Investment;

3. **HR Management Process & HRIS**: Modules on MPP, Recruitment, Selection, Placement; Module on PA System; T & D Module; Module on Pay & related dimensions; Planning & Control; Information System’s support for Planning & Control;


5. **Security, Size & Style of Organizations & HRIS**: Security of Data and operations of HRIS Modules; Common problems during IT adoption efforts and Processes to overcome? Orientation & Training Modules for HR & other functionaries; Place & Substance of HRIS & SMEs – Detailed Analytical Framework; Opportunities for combination of HRM & ITES Personnel; HRIS & Employee Legislation; An Integrated View of HRIS; Why & How of Winners and Losers of HRIS orientation.

**Basic Text Book & References:**


**Activity Based Learning**

1. Creation of new HR system
2. Software Development
3. Mock Interview
4. E-Recruitment
5. Model Creation

**Web Resources**


5. **HR Auditing and Accounting** – HRA Software; HRA Oriented Reporting Processes including P & L Accounts & Balance Sheet; Experiences and Extrapolations [for future scenarios] on HRA.

**Basic Text Book & References:**

2. How to Measure Human Resource Management (Hardcover), Jac Fitz-enz, et al, McGraw Hill,

**Activity Based Learning**

1. Accounting Model Creation
2. Organisation Development
3. Report Evaluation
4. Identification and Evaluation of HR system

**Web Resources**

[www.managementstudyguide.com](http://www.managementstudyguide.com), [www.ebooks.com](http://www.ebooks.com), [www.bnet.com](http://www.bnet.com), [www.citehr.com](http://www.citehr.com)
1. **Introduction**: Historical Dimensions of Labor & Employee Legislation in India including the fillip from Indian Freedom Movement; Place of Tata Enterprise as a forerunner of Indian Labor Welfare Legislation; Labor Protection & Welfare [social security & social justice] and system of economic governance [open, regulated & controlled economies and globalize scenario]; International Labor Standards & India – Evolution & Track record

2. **Indian Labor Statutes**: Trade Union Act, Factories’ Act, ID Act, & Industrial Employment Act. – Provisions, Implementation Agencies, Reporting Processes & Procedures including a brief view on formats to be submitted to authorities; Experiences from implementation of each of these acts from employers’, employees’, government & society points of view and from landmark judgments; New look at the labor law and needed labor reforms to be in tune with market imperatives; Concept & Mechanics of Employment Standards & Employee Rights – An Overview

3. **Indian Labor Wage & Welfare Legislation**: Wage and Bonus Legislation including equal remuneration act; Welfare oriented acts including workmen’s compensation act, ESI, PF, Maternity Benefits, and Gratuity - Provisions, Implementation Agencies, Reporting Processes & Procedures including a brief view on formats to be submitted to authorities; Experiences from implementation of each of these acts from employers’, employees’, government & society points of view and from landmark judgments; New look at the labor law and needed labor reforms to be in tune with market imperatives;

4. **Employee Legislation in the emerging economy**: The role of human capital [call it labor/ employee/ stakeholder] in the liberalized, private enterpriser and global work environment; Distinction between organized and unorganized [Informal] labor vis a vis labor legislative framework; Increasing Contract Labor & Related Legislation; Experiences in organizing the unorganized labor – Illustrations from Kerala, Orissa, Tamil Nadu, Karnataka, & Andhra Pradesh; Federal and State Legislative Efforts on unorganized labor

5. **Emerging Dimensions**: Quality of Life of workers [of all levels] and governance of enterprises – Views on the role of labor legislation; Scope & Place of labor legislation for knowledge bases organizations in the areas, including the BPO, KPO, Call Centers, Software Design and Consulting; Gender Dimensions of Labor Laws.

**Basic Text Book & References**:


**Activity Based Learning**

1. Real case discussion
2. News upbeat
3. Library review
4. Talent Hunt

**Web Resource**

MBA: BANKING TECHNOLOGY DEGREE PROGRAMME
III SEMESTER: ELECTIVE
MBABT 558: GLOBAL HR PRACTICES & CROSS CULTURAL MANAGEMENT

Soft Core
3 Credits

1. **Introduction**- Growth of International Business and Globalization; Operational Objectives and Means of Globalization- An HR Perspective; Use of Balanced Score Card to bring out the linkages among people, strategy and performance; Choosing an International Competitive Strategy; Forms of Operations.

2. **HR Challenges & Opportunities**: National Differences Facing Operations – Domestic & MNC Perspectives; Linkages among Countries; Stakeholders: Their Concerns and Actions; Governance of Operations; Individual and Company Concerns; Ethical and Socially Responsible Behavior; Careers in International Business.


4. **Change Management Model**: Appreciating Change: Industry Analysis; Appreciating Change: Mental and Business Models; Mobilizing Support; Executing Change; Building Change Capability; Leadership and Change.

5. **Quality Performance in Knowledge Based Organizations**: Technology – Behavioral & Technical – for HRM; Universal Quality Standards & HRM – Illustrations from PCMM & EFQM; Eastern Management Thought for Global Management with Illustrations from Sri Aurobindo’s Writings & Practices there of in the areas such as Commitment, Quality, and Stress Free orientation.

**Basic Text Book & References :**

1. *International Perspectives On Organizational Behavior And Human Resource Management, “Punnett Betty Jane” (Text Book)*
4. Christchurch, S Ramnarayan, Indian School of Business, Hyderabad and Director (Change Management), Centre for Good Governance”, Response Books [2006], ISBN 0761934685

**Journals:**

1. Global Business Review, SAGE India Journal, ISSN: 09721509

**Activity Based Learning**

1. Identifying best HR Policies
2. Model Creation
3. Group discussion
4. Library Review

**Web Resources**

[www.hr.guide.com](http://www.hr.guide.com), [http://alison.com](http://alison.com), [www.thefreelibrary.com](http://www.thefreelibrary.com)