MBA: BANKING TECHNOLOGY DEGREE PROGRAMME

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

**CURRICULUM & COURSE STRUCTURE**

2008-09 onwards

**Non-Credit Bridge Courses:**

- MBABT 300 : Basics of Business  
  Hard  No Credits
- MBABT 400 : Basics of Accounting  
  Hard  No Credits
- MBABT 301 : Basics of Computer Science  
  Hard  No Credits
- MBABT 401 : Basics of Programming Languages  
  Hard  No Credits

**I SEMESTER**

- MBABT 411 : Principles of Management and Organisation Behavior  
  Hard 3 Credits
- MBABT 412 : Accounting and Financial Analysis  
  Hard 3 Credits
- MBABT 413 : Quantitative techniques for Managers  
  Hard 3 Credits
  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

**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
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

IV SEMESTER:

MBABT 561 : Project Work & Viva Hard 6 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
<table>
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<th>Course Code</th>
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<tr>
<td>MBABT 541</td>
<td>Branding &amp; Consumer Behaviour For Banks</td>
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<td>MBABT 542</td>
<td>Services Marketing for Banks &amp; Financial Institutions</td>
<td>Soft</td>
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<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>
<td>Soft</td>
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<td>MBABT 545</td>
<td>Advertising &amp; Sales promotion For Banks</td>
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<td>MBABT 546</td>
<td>Marketing Research-Tools &amp; Techniques</td>
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<td>MBABT 547</td>
<td>Cyber Marketing Strategies</td>
<td>Soft</td>
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<td>MBABT 548</td>
<td>Software Marketing Management</td>
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<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>
<td>Soft</td>
<td>3</td>
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<tr>
<td>MBABT 553</td>
<td>Organisational Development &amp; Change</td>
<td>Soft</td>
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<tr>
<td>MBABT 554</td>
<td>Human Resources Development &amp; Manpower Planning.</td>
<td>Soft</td>
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<td>MBABT 555</td>
<td>HR Information Systems for Banks</td>
<td>Soft</td>
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<td>MBABT 556</td>
<td>Human Resources Accounting for IT Companies</td>
<td>Soft</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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MBA: BANKING TECHNOLOGY DEGREE PROGRAMME

Bridge courses – Non Credit*

MBABT 300 : Basics of Business                     Hard No Credits
MBABT 400 : Basics of Accounting                    Hard No Credits
MBABT 301: Basics of Computer Science              Hard No Credits
MBABT 401: Basics of Programming Languages         Hard No Credits

* to be organized in the first month of I semester Programme
MBABT 300: Basics of Business

- 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 Organizations – 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
MBABT 400: Basics of Accounting

- 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
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

C. System Software
   7. Compilers
   8. Assemblers
   9. Loaders and Linkers

D. Operating System
   11. Memory Management
   12. Secondary storage management

E. 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
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 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
**MBA: BANKING TECHNOLOGY DEGREE PROGRAMME**

**I SEMESTER**

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<td>Managerial Economics and Indian Business Environment</td>
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MBA: BANKING TECHNOLOGY DEGREE PROGRAMME

I SEMESTER
MBABT 411 : PRINCIPLES OF MANAGEMENT &
ORGANISATION BEHAVIOUR

Hard Core
3 Credits


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:**

3. Drucker, Peter F., Practice of Management, Pab Books, NY
4. Drucker, Peter F., Innovation and Entrepreneurship, Heinman, NY

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:**

4. Maheswary S N, Management Accounting, Sultan Chand & Sons, New Delhi


**Basic Text Book & References:**

1. Levin & Rubin., *Statistics for Management, Prentice Hall, New Delhi (Text Book)*
2. Gupta, S P., *Statistical Method, Sultan Chand, New Delhi*
3. Arora & Arora, *Statistics for Management, S Chand & Co, New Delhi*
5. Tulsian PC & Vishal Pandey., *Quantitative Techniques, Pearson Education, Mumbai*
6. Srivastava, Shenoy & Sharma., *Quantitative Techniques for Managerial Decision Making, Wiley Eastern Ltd*


**Basic Text Book & References:**

MBA: BANKING TECHNOLOGY DEGREE PROGRAMME
I SEMESTER
MBABT 415 : INDIAN BANKING & FINANCIAL SYSTEM

Hard Core
3 Credits


**Structure of Indian Financial System** – Money and Capital Markets – Money Market: Sub markets – Characteristics of well developed Money Market – Bill Market scheme – Components – Reforms in Indian Money Market


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

**Basic Text Book & References**:

*Bhole L M., Financial Markets and Institutions, Tata Mc Graw Hill, Delhi, 2001 (Text Book)*

Srivastava R M., Management of Indian Financial Institutions, Himalaya Publishing House, Mumbai

Khan M Y., Indian Financial System, Tata Mc Graw Hill, Delhi

Tennan M L., Banking: Law and Practice in India, India Law House, New Delhi

Dekock: Central Banking: Crosby Lockwood Staples, London


Basic Text Book & References:


Basic Text Book and References:

www.idrbt.ac.in
MBA: BANKING TECHNOLOGY DEGREE PROGRAMME
I SEMESTER
MBABT 418: Object Oriented Modeling and Design

Hard Core
3 Credits

1. **Overview of Object-Oriented Systems Development** - Object Basics - Object-Oriented Systems Development Life Cycle - Object-Oriented Methodologies - Patterns – Frameworks - Unified Approach (UA) - layered Architecture


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

4. **The Object-Oriented Design Process and Design Axioms** - Designing Classes - Access Layer: Object Storage and Object Interoperability - View Layer: Designing Interface Objects

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

Basic Text Books and References:

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
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


**Basic Text Book & References:**

1. *Koch W Timothy and Scott S Macdonald, “Bank Management” Thomson (South-Western), Bangalore 2005 (Text Book)*
MBA: BANKING TECHNOLOGY DEGREE PROGRAMME
II SEMESTER
MBABT 422 : STRATEGIC FINANCIAL MANAGEMENT

Hard Core
3 Credits


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:**


4. **Promotion and Distribution** - Introduction to promotion and promotion mix – Advertising – Sales Promotion – Personnel Selling – Publicity – Marketing distribution Channels – Developing Channel strategy – Warehousing – Inventory control – Order processing


**Basic Text Book & References:**

1. Philip Kotler, *“Marketing Management”* Engle Wood cliffs Printice Hall, NY 2004 (*Text Book*)
2. Philip Kotler and Armstrong Gary, *“Principles of Marketing”* Prentice Hall of India, New Delhi, 2004
5. Ramasamy VS and Namakumar S., *“Marketing Management : Planning & Control”*, Macmillan, New Delhi 1990


5. **Activities of Other Financial Service Providers** - Credit Rating Agencies – Nature – Factors considered – Rating procedure – Instruments rated – Revisions in rating ; Leasing Companies – Lease rental determination – Break even lease rentals – Factoring Service – Recourse and Non Recourse factoring; Venture Capital Funds – Role and Progress in India

**Basic Text Book & References:**

5. Website of bseindia.com, nse-india.com
MBA: BANKING TECHNOLOGY DEGREE PROGRAMME
II SEMESTER
MBABT 425: INVESTMENT AND PORTFOLIO MANAGEMENT

Hard Core
3 Credits


**Basic Text Book & References:**


**Basic Text Book & References:**

II SEMESTER

MBABT 427: DATA WAREHOUSING & DATA MINING

Hard Core
3 Credits


2. **Initiating a Data Warehouse Project** – techniques for data warehouse requirements analysis – designing and implementing the data warehouse – techniques for constructing and implementing the architecture – production performance tuning – data warehouse support and maintenance overview


5. **Case studies** on Data Warehousing and Mining applications and tools in Banks.

**Basic Text Book & References:**

1. *Data warehouse lifecycle toolkit: expert methods for designing, developing, and deploying data warehouses* - Kimball, Ralph; Reeves, Laura et al, John Wiley & Sons, 1998 (Text Book)
2. Arun K. Pujari, Data Mining Techniques, Universities Press, 2001 (Text Book)
4. *Data mining: concepts and techniques* - Han, Jiawei; Kamber, Micheline, Morgan Kaufmann Publishers, 2001

MBA: BANKING TECHNOLOGY DEGREE PROGRAMME
1. **Branch Operation and Core Banking** - Introduction and Evolution of Bank Management – Technological Impact in Banking Operations – Total Branch Computerization – Concept of Opportunities – Centralized Banking – Concept, Opportunities, Challenges & Implementation

2. **Delivery Channels** - Overview of delivery channels – Automated Teller Machine (ATM) – Phone Banking – Call centers – Internet Banking – Mobile Banking – Payment Gateways – Card technologies – MICR electronic clearing


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
MBABT 429 : BUSINESS INTELLIGENCE LAB

- 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
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 fundas 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:

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

IV SEMESTER:

MBABT 561 : Project Work & Viva Hard 6 Credits
MBABT 562 : Comprehensive Viva-voce Hard 2 Credits
MBABT 511: GLOBAL FINANCIAL MARKETS AND INTERNATIONAL BANKING


**Basic Text Book & References:**

1. *Shapiro A C., Multinational Financial Management, Prentice Hall, New Delhi (Text Book)*
2. Buckley, Adrian., Multinational Finance, Prentice Hall of India, New Delhi
MBA: BANKING TECHNOLOGY DEGREE PROGRAMME
III SEMESTER
MBABT 512: TREASURY & DERIVATIVES MANAGEMENT

Hard Core
3 Credits


3. **Introduction to Derivatives**: Products – Participants – Exchange Traded – Derivatives at NSE – Distinction between Futures and Forwards and Options – Index derivatives – Payoffs in Futures and Options – Cost Carry Model – Black and Scholes Model of Option Valuation

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


**Basic Text Book and References:**

MBA: BANKING TECHNOLOGY DEGREE PROGRAMME
III SEMESTER
MBABT 514: IT INFRASTRUCTURE MANAGEMENT FOR BANKS
Hard Core
3 credits

1. **Introduction to IT Governance** – Corporate Governance and IT Governance - IT Governance Institute – IT compliance initiatives – Sarbanes Oxley – Basel II – Relationships to other IT disciples – overview of IT Governance Frameworks – COSO, ITIL, COBIT, ISO 17799, CMMI


**Basic Text Book and References:**

2. COSO Enterprise Risk Management: Understanding the New Integrated ERM Framework (Hardcover), Robert Moeller, Wiley Publishers
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.**
MBA: BANKING TECHNOLOGY DEGREE PROGRAMME
III SEMESTER
MBABT 516: STOCK & FOREX TRADING LAB

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:**

1. **Ramesh, Gopalaswamy:** “Managing Global Software Projects“, *Tata McGraw Hill, 2001.* (Text Book)

2. **SOA Past and Present** - From XML to Web Service to SOA - How SOA was done before - Emerging standards for SOA - Compare SOA with other architectures - Basic Concepts - Building from components - Modeling concepts - Object – Containment - Messages and methods - Object interaction - Introduction to Business Process - Collection of services - Simple request response interaction - Complex interaction involving many services - Need for a coordinator service emerges - Orchestration or Business process - Composing processes using processes - Business Process Execution Language (BPEL)

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:**


3. **The criminalization of on-line conduct** – identity theft – access device fraud - child pornography - Internet fraud - threatening communications - interstate stalking - computer fraud - copyright infringement - economic espionage - trade secret theft - Electronic evidence and communication - Interception electronic communications

4. **Real World Cyber Crime Investigations** - Source code theft - Accounting fraud - Forgery and counterfeiting - Cyber Pornography case - Divorce case - Kidnapping and Murder case - Tax evasion and money laundering - Phishing - Cyber Sabotage case - Online Banking Fraud - Online Share Trading Fraud - Tracking the author of virus - Tracking a terrorist - Online Lottery Fraud


**Basic Text Book & References:**


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:**


MBA: BANKING TECHNOLOGY DEGREE PROGRAMME

III SEMESTER: Elective

MBABT 525 : E COMMERCE & INTERNET TRADING

Soft Core

3 Credits


5. **Internet and Web site establishment:** Introduction – Technologies for web servers – Internet tools relevant to Commerce – Internet Applications for Commerce – Internet charges – Internet Access and Architecture – Searching the Internet- Case study

**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”

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

4. **Managerial perspectives of EAI** - Business process and existing asset analysis - Financial and project management viewpoint - Outsourcing vs In-house Integration – Security Issues – Wrapping Vs Re-engineering – Capacity Planning and Performance Monitoring

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


**Basic Text Book & References:**

2. Software Architecture: Perspectives on an engineering discipline, Mary Shaw and David Garlan, Prentice-Hall of India private limited, 2000
MBA: BANKING TECHNOLOGY DEGREE PROGRAMME
III SEMESTER: Elective
MBABT 528: SMART BANKING TECHNOLOGIES

Soft Core
3 Credits

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
ELECTIVE: FINANCE STREAM

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

Soft 3 Credits
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Soft 3 Credits


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:**

1. **Mishra M.N: Insurance principles and practices, S.Chand & Co. Delhi. (Text Book)**
4. Life Insurance Corporation Act 1956
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.

3. **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.

4. **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.

5. **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.


2. **Identification and understanding various types of risks:** Financial risks and non financial – Company specific risks – Risk evaluation – Fundamentals of Credit analysis – Credit Rating Systems – Loan classification – Debt recovery tools

3. **Credit Risk Measurement** – Ratios for Credit Analysis – Cash flow analysis – Quantitative Models – Sensitivity and Simulation – Finding the Certainty levels – Expected default frequency - Value at Risk

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?

5. **Credit Derivatives** – Pricing and Mechanism – International Swaps and Derivatives Association (ISDA) standard – Credit default swaps – Total Return Swaps – Regulatory concerns of Credit derivatives

**Basic Text Book and References:**


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—The 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—horizontal 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.

3. **Theories of mergers and tender offers** - differential efficiency—inefficient management—operating synergy—takeovers as a solution to agency problem—the free cash flow hypothesis (FCFH)—market power—sell-offs and divestitures—background materials on divestitures—financial effects of divestitures—the porter methodology—spin-offs—equity carve-outs—motives for divestitures—empirical tests of alternative theories—issues in empirical studies—tests of merger theories by residual analysis—the effect of method of payment and managerial resistance—timing of merger activity—tests of the merger wave hypothesis—a model for aggregate conglomerate merger activity.


**Basic Text Books & References:**


Basic Text Book and References:

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:**

   Government of India: Export-Import Policy, procedures, etc. (Volumes I, II and II) New Delhi.


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:**

2. Circulars issued by C.B.D.T
3. Income tax act, 1961
5. Lakhotia, R.N: Corporate tax planning, Vision publications, Delhi


**Basic Text Books & References:**

ELECTIVE: MARKETING STREAM

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
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)*
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.

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 ).*
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:**

1. *Stanley A.Brown: CUSTOMER RELATIONSHIP MANAGEMENT, John Wiley & Sons, Canada, Ltd. (Text Book)*
6. Kristin L. Anderson & Carol J Kerr: CUSTOMER RELATIONSHIP MANAGEMENT
7. Bernd H Schmitt: CUSTOMER EXPERIENCE MANAGEMENT: A REVOLUTIONARY APPROACH TO CONNECTING WITH YOUR CUSTOMERS.
MBA: BANKING TECHNOLOGY DEGREE PROGRAMME  
III SEMESTER: Elective 
MBABT 545: ADVERTISING & SALES PROMOTION FOR BANKS  
Soft Core  
3 Credits

1. **ADVERTISING** - AN INTRODUCTION- Origin and Development - Definition and Classification - Planning Framework - Organising Framework - the Advertiser and the Advertising Agency interface  
   STRATEGIC ADVERTISING DECISIONS - Setting Advertising Objectives - The Budget Decision - Preparing the Product and Media Brief

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)
5. Sandage, Fryburger & Rotzoll: *ADVERTISING*; Irwin.
8. David Ogilvy: *OGILVY ON ADVERTISING*.
11. Pran Nath Chowdhury: *SUCCESSFUL SALES PROMOTION*. 


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.
MBA: BANKING TECHNOLOGY DEGREE PROGRAMME

III SEMESTER: Elective

MBABT 547: CYBER MARKETING STRATEGIES

Soft Core
3 Credits


Basic Text Book & References:

1. Ronald B. Marks, Personal Selling An Interactive approach, Allyn and Bacon, New York (Text Book)

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)*
## ELECTIVE: HR STREAM

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MBA: BANKING TECHNOLOGY DEGREE PROGRAMME
III SEMESTER: Elective
MBABT 551 : HRM IN KNOWLEDGE BASED ORGANISATIONS

3 Credits

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

4. ICTs in HRM in KBO: HRIS for a KBO - Concept, Mechanics, and Software Orientation - Performance Management - Mechanics and One Illustrative Process

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.


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.
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)*
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:**

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**


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,
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**


**Websites:**

- labor.nic.in
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

3. **HR Policy Frame & Operations in a Global Setting**: Distinctive Features of HR Functions [Planning, Organizing, Directing & Control] and Operations [Manpower Plan to Separation] in a Global Set-up and the related HR Practices such as staffing, skill & knowledge development, incentive & compensation package; motivational systems, and Grievance Handling – Reactive & Proactive Mechanisms

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)*
3. Christchurch, S Ramnarayan, Indian School of Business, Hyderabad and Director (Change Management), Centre for Good Governance”, Response Books [2006]. ISBN 0761934685

**Journals**: Global Business Review, SAGE India Journal, ISSN: 09721509

Asian Journal Of Management Cases, SAGE Indi