

# PROSPECTUS

## KOTAK SALES OFFICER PROGRAM

*In association with*

**MANIPAL GLOBAL EDUCATION  
SERVICES PRIVATE LIMITED**

## **KOTAK MAHINDRA BANK – SALES OFFICER PROGRAM**

### **1. INTRODUCTION**

- 1.1. The Kotak Sales Officer Program has been set up jointly by Kotak Mahindra Bank (“Kotak Bank”) and Manipal Global Education Services Private Ltd. (“Manipal Education”). The course has been set up to attract bright young graduates to a career in Banking with Kotak Bank. The complete course duration will be **12 months**, comprising of **nine month full-time residential course** which is followed by **three months of internship** in one of the branches at Kotak Bank located anywhere in India. Those who successfully complete this one year intensive course will be awarded a **Post Graduate Diploma in Relationship Banking** by Manipal Education and will be subsequently absorbed as Sales officers in the Bank in Relationship Roles as the job profile.
- 1.2. The applicants will be selected through a rigorous selection process and given systematic inputs in various areas of banking and management disciplines in order to make them ready Bankers by the time they finish the course.
- 1.3. The thrust of the course is to impart functional knowledge on general management and specialized knowledge on Banking related topics and subjects. Students are put through a rigorous **on-campus curriculum spread over 9 months split into trimesters of 3 months each** which emphasizes on application of knowledge and overall development of personality. This is followed by **3 months of intense internship** in any of the branches of Kotak Bank.
- 1.4. Salient features of this one-year course are as under:
- 1.5. The course has blended curriculum comprising **classroom inputs, e-learning and on-the-job internship**.
- 1.6. It imparts knowledge and skills in **core banking**, specialized areas in banking besides **selling skills, managerial skills, etiquette, grooming and language skills**.
- 1.7. The classroom sessions (9 months, trimester pattern) will be conducted at the **Manipal Education Campus and internship (3 months) will take place at any of the Kotak Bank branches**.

- 1.8. The students are paid **an educational grant every month** for the 9 month duration of the course and a stipend during the 3 months internship period.
- 1.9. The students will get **assured employment** with Kotak Bank on successful completion of the course.
- 1.10. Kotak Bank provides the option of **easy financing of the course fees** to all students who are selected for the program. However, it is not mandatory to avail the loan from the Bank and the candidate has the option of self-funding as well.

## **2. OBJECTIVE and ELIGIBILITY**

### **2.1. Objective of Kotak Sales Officer Program**

- 2.1.1. Kotak Sales Officer Program is an initiative to attract bright graduate students desirous of pursuing a career in banking. Through this course the firm is attempting to create specialist cadre of bankers who have adequate knowledge and skills to cater to the varied needs of the customer.

### **2.2. COURSE Curriculum and Structure:**

- 2.2.1. The title of the Diploma is Post Graduate Diploma in Relationship Banking. Applicants joining the Kotak Sales Officer Program will be enrolled for Post Graduate Diploma in Relationship Banking. It is a UGC approved course and Manipal Education awards the diploma. Applicants joining the course will be trained in various areas of management as well as in the Banking and Finance domain. For details of the course Curriculum and Structure, please refer to ANNEXURE

### **2.3. Eligibility criteria for the course:**

- 2.3.1. The eligibility criteria for applying for admission are:

### **2.4. Qualification:**

- 2.4.1. Bachelor Degree in any discipline from a recognized University OR any equivalent qualification recognized by Central Government with 50 % or above marks. Students appearing in final year Bachelor degree exams can also apply subject to their submitting their final Bachelor Degree mark sheet & Provisional Certificate on or before. February 2015

### **2.5. Age - Minimum 21 years and Less than 26 years (On the date of Application)**

## **2.6. Program Start date and venue:**

2.6.1. Typically, one batch will start every alternate month. Exact dates of the batch start will be intimated on the Kotak website from time to time. The course will be conducted at the Manipal Education campus at Bangalore. First 09 months at Manipal Education Campus, 03 months internship at any of the Kotak branches across Indian and final posting at any Kotak Bank branch across India.

## **3. SELECTION PROCESS**

### **3.1. Application Process:**

3.1.1. To apply for the same:

3.1.2. Visit <http://www.kotak.com/bank/careers>

3.1.3. Go to the Kotak Sales Officer Program section

3.1.4. Read carefully, the documents uploaded on the website and understand the terms & conditions of the Course before applying.

3.1.5. Click on 'APPLY' and fill in the Application Form available

3.1.6. Attach an updated copy of your resume and submit.

**The candidates will be required to pay an Application fee of Rs. 500/- to Kotak Mahindra Bank for appearing for the selection process post receiving intimation of eligibility by the Bank.**

**3.1.7. Applications submitted through the above process only shall be considered for further processing. In case you have any query on the program please send us an email to [kso.program@kotak.com](mailto:kso.program@kotak.com) . (Please do not send applications on this id since applications sent to this ID will not be considered).**

3.1.8. The selection will be through a multi stage selection process comprising:

3.1.8.1. Online Aptitude test

3.1.8.2. Personality Profiling

3.1.8.3. Cultural fit profiling

3.1.8.4. Personal Interview

**3.1.9.** The online tests will be conducted at locations specified by the Bank from time to time.

### **3.2. Stages of Pre-Selection**

3.2.1. The venue and center allocated to the applicant will be mentioned in the Call letter/ e – mail and the same will be final, no change being permissible in the center or venue, once allocated.

3.2.2. Those selected in the Aptitude Test will get a Letter of invitation for interview, mentioning the dates and venue. This letter can either be sent through an e-mail/SMS/ phone.

### **3.3. Update on the Selection Process**

3.3.1. Shortlisted applicants will be kept informed on the progress of their application through e – mail / SMS and/or by phone. Announcements and schedule for the completion / initiation of various activities shall be posted on the careers page of the Kotak Bank website ([www.kotak.com](http://www.kotak.com)) and /or on the official Facebook page for the program (links to which will be shared with applicants) and applicants are requested to keep themselves updated of the progress / notifications regarding the selection process by regularly visiting the website/Facebook Page. It will be the responsibility of the applicant to ensure that their e-mail address & mobile numbers provided by them are duly updated and in use.

## **4. POST SELECTION PROCESS**

### **4.1. Intimation to Applicants:**

4.1.1. The applicants selected in the interview will be intimated through Phone/ SMS/ Email a Selection Letter to confirm their interest in joining the course. Those not selected would be sent a letter of rejection by an email. The selected applicants need to confirm by email to [kso.program@kotak.com](mailto:kso.program@kotak.com) about their interest in joining the course. Post which another letter would be issued to the applicants who have confirmed their interest in joining, which is a Letter of Admission to confirm to the applicants to come and join the course at Manipal Education in their Bangalore Campus at a date and time specified in the said letter.

4.1.2. Selected applicants will also have to undergo a medical examination to certify their fitness for the Bank's job at the time of their entry into the course itself. The self-declaration of

fitness will form a part of the mandatory joining documentation and upon receiving the same, the applicants will be granted admission into the course.

4.1.3. In event of any findings by the Kotak Bank, post joining the services by the Candidate, that the certificates produced are forged, fabricated and not genuine, the Bank shall take appropriate action in the matter as it deems fit including cancelling your appointment or terminating your services with Kotak Bank, as the case may be.

## **5. COURSE FEE**

5.1. Rs.3.4 lacs + applicable taxes+ refundable security deposit of 5000/- + franking charge . This amount will cover all boarding, lodging and tuition fee expenses for the 9 months classroom course at Manipal Education. To reserve a seat in the batch, the applicant will have to deposit the below before the start of the Course:

**5.1.1. Admission Security Deposit** – All applicants when selected for Kotak Sales Officer Program would be required to Deposit Rs. 5,000/- as Admission Security Deposit into a designated Kotak Bank Account before being given the letter of admission for the course. The procedure for this will be explained in your letter of selection. This amount will be refunded to you on completion of 90 days at Manipal Education campus. However, if the applicant does not join the course after confirmation or leave the course within 90 days of joining, this amount will be forfeited

5.1.2. **Service Tax** - All applicants who avail of the loan facility from Kotak Bank will have to pay the applicable service tax on the total loan amount taken as advance to Kotak Bank before the loan is sanctioned. The detailed procedure for the same will be explained in the Letter of selection.

5.1.3. In case the applicant is going for self-funding he/she will have to deposit the entire course fees along with the applicable service tax with Kotak Bank before joining the course at the Manipal Education campus in Bangalore. Detailed procedure for the same would be explained in the Letter of admission.

## **6. BENEFIT TO APPLICANT**

6.1.1. To pursue this course, the interested applicants will have to invest Rs. 3.4 lacs plus applicable taxes. Applicants will have the option of availing a special loan from Kotak Bank which has been specifically designed for this course. On successful completion of the course & internship, the students will be absorbed on the rolls of the bank as Relationship Officers.

- 6.1.2. The EMIs for the loan, if taken from Kotak Bank, would start post completion of 12 months of the course period). There would be no recovery of EMIs or interest during the period of the course. The EMIs post joining the bank will be spread over a period of 48 months to ensure that there is minimal impact in the monthly earnings once the student joins Kotak Bank as a Relationship Officer.
- 6.1.3. During the course of the 9 month class room inputs at Manipal Education Bangalore each student would be paid a fixed amount of Rs. 2,500 / - per month as educational grant.
- 6.1.4. After the above 9 months campus stay, for the duration of 3 months internship at a Kotak Bank branch, the student would be paid a stipend of Rs. 20,000/- per month.
- 6.1.5. For the duration of the course i.e. for 12 months the student will be covered for Rs. 1,00,000/- (Rupees One Lakh only) of Mediclaim for self only by special scheme, the premium for which will be paid by Kotak Bank.
- 6.1.6. On successful completion of 48 months of service with Kotak Bank, an amount of Rs. 2,50,000 (Rupees Two Lakh and Fifty Thousand only) would be paid back to the Relationship Officer. All payments are subject to applicable tax laws.
- 6.1.7. Hence this scheme, in effect, is a total cashless bridge to obtain quality Banking and managerial education in the first place and to obtain entry to a prestigious banking career.
- 6.1.8. However the applicant also has a choice of self-funding for the program. If the applicant so wishes he / she can arrange for their own funds to pursue the course. In case of Self-Funding, the applicant will have to deposit the entire course fees with Kotak Bank before joining the course at the Manipal campus in Bangalore. Detailed procedure for the same would be explained to you in the Letter of admission.

## **7. LOAN PROCESS**

- 7.1.1. The loan formalities will be centrally coordinated at the Mumbai Head Office (Mumbai HO). The selected applicants will have to complete the loan formalities including signing of loan documents and sending the same to the Kotak Head Office. Details of the formalities to be carried out for availing loan will be intimated in the Letter of admission.

7.1.2. Loan agreement and such other documents, as required for an individual availing loan from a bank, would have to be signed. Value of stamp paper / stamp duty as applicable or as decided by Kotak bank will have to be paid in cash for the agreement by the applicant. Details of the same will be mentioned in the Letter of admission.

## **8. SERVICE AGREEMENT**

8.1. All selected applicants, at the time of their joining the course itself, will have to execute a service agreement. The service agreement will cover details pertaining to monies to be recovered in case if the student leaves or is asked to leave during the course period or post joining Kotak Bank, the relationship officer leaves or is asked to leave (whether loan is availed or self-funded).

## **9. EMPLOYMENT ON COURSE COMPLETION (9 months classroom & 3 months internship)**

9.1. **Job Assurance:** All the applicants selected will be given a Provisional offer of employment letter at the time of joining the course at Manipal Education in Bangalore. Job will be guaranteed on the successful completion of the Kotak Sales Officer Program (9 months classroom & 3 months internship).

9.2. For the first nine months when the student is pursuing residential class room course at Manipal Education there will be regular interactions with Senior Leadership of Kotak Bank and the student will be exposed to live policies / process / standards etc. of Kotak Bank.

9.3. **Probation Period:** Each student on successful completion of the course (12 months – 9 months class room inputs, 3 months internship at Kotak Bank branch) will be absorbed as a Relationship Officer in Deputy Manager Grade on the rolls of Kotak Bank. An individual Relationship Officer would have a probation period of one year in which he / she would be expected to perform the duties and tasks assigned to them diligently with adherence to the process, practices and values of Kotak Bank. Post completion of the one year, subject to a minimum performance rating of 2 “Meets Expectations” the Relationship Officers would be confirmed in the services of the bank.

## **10. COMPENSATION DETAILS**

10.1. On joining Kotak bank as a Relationship Officer, post completion of the course (12 months) successfully as per the criteria laid down, for the first year the Kotak Sales Officer will get a gross annual salary of Rs.3.75 Lakhs. Additionally the RO would be entitled for one time guaranteed Annual Bonus of Rs. 50,000 / - on successful completion of one year of service in



the bank subject to confirmation, and attaining a minimum performance rating of “Meets Expectations”. From the second year onwards the relationship officer will move on to the normal bank appraisal cycle.

- 10.2. **Location post completion of Program:** Students joining as Sales officers, upon successful completion of the course will be placed in Branches / offices of the Kotak Bank anywhere in India as per the needs and business requirements of the Bank. No preference for a particular city will be entertained.

## **11. CAREER PATH FOR SALES OFFICER:**

Sales Officers would be placed in Relationship Roles in Kotak Bank on successful completion of the course. Relationship roles entail sales & service oriented deliveries. A typical career option for resources working in such roles in Kotak Bank would be to move on to the next career level and start handling larger portfolio of clients and subsequently move into a people management role heading an independent Branch as a Branch Manager.

- 11.1. Movement of roles and grades in Kotak Bank are purely decided on merit and which is a combination of on the job performance of a resource along with the alignment to the Kotak Core Values and their demonstration at the workplace. For the first two years when a person joins Kotak Bank he will be required to work in the same role that he joined for.
- 11.2. Post successful completion of the course leading to grant of a post-graduate diploma in Relationship Banking, the Sales Officer will also have the option of being enrolled for a UGC approved MBA in Banking and Finance through Manipal Education which can be completed by candidates in 18 months' time in distance education / online instruction mode, while they pursue their career with Kotak Bank.

## **12. MISCELLANEOUS**

- 12.1. **Loan Repayment Process:** The EMI for the 48 month period will be 10,221/- per month assuming commercial rates of interest. But since Kotak Bank which has specifically designed a special loan for this course an amount of Rs. 2,000/- per month will be paid to you in your monthly salary as loan interest subsidy.

### **12.2. Loan Foreclosure :**

- 12.2.1. A Sales Officer can foreclose the loan under the following conditions:-

12.2.2. Only once he joins Kotak Bank as a full time employee.

12.2.3. Foreclosure will be allowed only after a minimum repayment of 09 installments of the loan.

**12.3. Leave and attendance:**

12.3.1. The requirement of attendance for the complete programme is minimum 90%. Within the remaining 10 %, leave of absence may be granted on compassionate grounds with specific permission of Kotak Bank. However, the sales officers would have to make up for the loss of instruction by self-study.

12.3.2. In addition:

12.3.2.1. The student will be given 03 days' time to join the location of internship once he/ she finishes the 09 month stint at Manipal Campus.

12.3.2.2. The Student will be given 07 days' time to join their final location of posting once they finish their internship at the Kotak Bank branches.

12.3.2.3. During this period when students are on break / transiting to new locations they will not be eligible for any stipend/ salary. Accordingly that month's stipend will be paid on a prorated basis.

12.3.2.4. Kotak Bank reserves the right to amend/modify any clause under the prospectus from time to time. Applicants are requested to keep themselves updated of the amendments/modifications/notifications regarding the same by regularly visiting the website. It will be the sole responsibility of the applicant to ensure that they are updated on the changes from time to time.

**13. Dress Code at Campus:**

13.1. At the start of the course, Kotak Bank will issue one time, at its own cost the following set of uniforms to be worn by all students. This uniform, as laid down, would be worn for all classes and other organized activities.

**13.2. For Gentlemen -**

13.2.1. Blazer.

13.2.2. Two formal trousers.

13.2.3. Two formal shirts.

13.2.4. Kotak Branded Tie.

**13.3. For Ladies**

- 13.3.1. Blazer.
- 13.3.2. Two formal trousers.
- 13.3.3. Two formal shirts.
- 13.3.4. Kotak Branded Scarf.



**ANNEXURE:**

**COURSE CURRICULUM**

**Table of contents**

<b><u>1.</u></b>	<b><u>Diploma Title</u></b> .....	13
<b><u>2.</u></b>	<b><u>Company/Industry</u></b> .....	13
<b><u>3.</u></b>	<b><u>Eligibility for Admission</u></b> .....	13
<b><u>4.</u></b>	<b><u>Course Duration</u></b> .....	4
<b><u>5.</u></b>	<b><u>Duration of Class</u></b> .....	4
<b><u>6.</u></b>	<b><u>Medium of instruction</u></b> .....	5

7.	<a href="#"><u>Attendance requirements</u></a> .....	5
8.	<a href="#"><u>Academic &amp; Evaluation process: - Rules and Regulations</u></a> .....	5
9.	<a href="#"><u>Course out line –Term wise subject distribution</u></a> .....	6
10.	<a href="#"><u>Course delivery Mechanism</u></a> .....	180

### **1. Diploma Title**

The title of the Diploma is Post Graduate Diploma in Relationship Banking. This title states that, the final qualification that successful Student Kotak Sales Officers will be awarded, if they complete the entire study path (hereinafter referred to as PGDRB)

### **2. Company/Industry**

Banking in India is undergoing exciting changes with new entrants in the market since banking sector liberalization in the last decade. While adoption of technology has enhanced the customer delight significantly, the aggressive marketing technology has ensured best services at the door steps of customers. The banking reach has increased substantially and RBI's guidance for inclusive banking has helped in bringing large unbanked population into the banking fold. While routine book keeping activities are mechanized, the bank personnel are now required to be specialists in marketing, treasury, credit, risk management and other niche areas. The demand for such skilled work force is therefore quite high from the banking industry.

Kotak Mahindra Bank is a private sector bank which has evinced interest in associating with Manipal Global Education Services to train the bank's student Kotak Sales Officers to take responsibility for running and managing the banking operations in different branches of the bank in India.

The program is a joint venture of the Kotak Mahindra Bank and the Manipal Group. The program aims to train selected personnel of Kotak Mahindra Bank in order to ensure that they are 'Industry Ready' by the time of completion of the programme. The program is being conducted from the Manipal Academy of Banking, Bangalore Campus.

The programme is fully residential programme to train selected Student Kotak Sales Officers of the Bank. The thrust of training is to impart functional knowledge of general management and specialized knowledge of banking related subjects. Programme participants i.e. the Student Kotak Sales Officers are put through a rigorous training structure with emphasis on application of knowledge and overall development of personality. The training at the academy is supplemented with practical training at the Bank's branches.

The Student Kotak Sales Officers after the successful completion of the PGDRB, will be posted as Relationship Officers in various branches of the Bank.

### **3. Eligibility for Admission**

1. Eligibility for the programme is Graduation (in any discipline) in accordance with the regulations as framed by the Bank from time to time.
2. Age of the candidates as stipulated by Kotak Mahindra Bank from time to time.

Candidates are required to go through a selection process laid down by the Bank. It comprises of a written test, group discussion and a personal interview. Only candidates selected by the Bank are admitted to the Program.

### **4. Course Fee**

The total course fee is fixed at Rs.3, 40,000 (plus applicable taxes) per candidate inclusive of boarding and lodging. The fee for the course is paid by the Student Kotak Sales Officers of the Bank in three instalments of Rs.1.4 lakh, 1 lakh & 1 lakh at the beginning of each term.

### **5. Location**

As stated earlier, the campus will be located in Bangalore along with the residential accommodation in hostels identified for this purpose.

## 6. Course Duration

The PGDRB programme is for a duration of 1 year consisting of 3 terms (9 months) of classroom study at the Manipal Academy of Banking, Bangalore campus and one term (3 months) of internship at the Kotak Bank's Branches.

Each term's program is made up of about 12 weeks of classes and related academic activities, immediately followed by end-term examinations in the subjects covered during the term. In the fourth term, there will be professional training offered at different branches of the Bank.

## 7. Duration of Class

The duration of each session of classes would be of 75 minutes and 6 sessions are scheduled per day, for 5 days in a week. Besides, the Student Kotak Sales Officers study additionally at the computer lab and library, for which, the required facilities are kept open from early morning till late in the evening. During Saturdays, the Student Kotak Sales Officers will have to work in the computer lab for completing e-modules and sales assignments.

## 8. Medium of instruction

The medium of instruction is English

## 9. Attendance requirements

The requirement of attendance for the complete programme is minimum 90%. Within the remaining 10%, leave of absence may be granted on compassionate grounds with specific permission of the Bank. However, the Student Kotak Sales Officers would have to make up for the loss of instruction by self-study.

## 10. Academic & Evaluation process: - Rules and Regulations

### Introduction

The programme at the campus would be of one-year duration comprising four terms. The Manipal Academy of Banking, Bangalore campus is committed to developing an efficient and flexible system with emphasis on quality teaching-learning process. The evaluation of the Student Kotak Sales Officers would be comprehensive and continuous based on a Continuous Grade Point Average (CGPA) evaluation system. The system relies on a performance evaluation wherein Student Kotak Sales Officers would be awarded a letter grade based on their performance in a course during the term vis-à-vis the performance of other Student Kotak Sales Officers in the same course facing the same question paper. These letter grades will carry a numeric equivalent termed as grade point. The average of the grade points earned by a Student Kotak Sales Officer over the course will be termed as CGPA. The system is explained in detail under the 'Grading system'.

### Curriculum/Course of Study

- a) **Curriculum.** The programme would be of one-year duration comprising four terms. The first three terms would be conducted at the Manipal Academy of Banking Bangalore campus and the fourth term would be devoted to internship to be pursued at nominated branches/offices of Kotak Mahindra Bank. The duration of each term will be twelve weeks. The breakup of time available for formal study is as follows: -
  - i. No. of working days in a week: 5
  - ii. No. of sessions (1 hour & 15 Minutes) in a day: 6
  - iii. No. of sessions per week: 30 sessions of class contact inclusive of practical and lab work.
  - iv. No. of sessions per term: 300 sessions of class contact, practical and lab work + 100 hours of eLearning and practice
  - v. No. of subjects per term: 8 ( Term 1), 8 (Term 2), 7 (Term 3)
  - vi. No. of sessions per subject per term: as per credits assigned

**Note:** Some of the sessions may be devoted to tests – both internal and end term.

- b) **Course Credits.** Credits have been assigned to each course based on the hours of study/learning and other associated activities like case studies, tutorial discussions, case-presentations, lectures,

library work and practical-work in laboratories etc. The credits assigned to each course are as given below.

### **First Term**

<b>Subject Code</b>	<b>Subject</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>Internal Assessment</b>	<b>Exam Marks</b>	<b>Total Marks</b>
BRM611	Basics of Communication	1	-	3	2	80	20	100
BRM612	Behavioral Program I	1	-	3	2	80	20	100
BRM613	IT in Banking	-	1	3	2	100	0	100
BRM614	Managerial Economics	3	0	0	3	50	50	100
BRM615	Business Mathematics & Statistics	3	0	0	3	50	50	100
BRM616	Accounting & Financial Management	3	0	0	3	50	50	100
BRM617	Basics of Banking	2	0	0	2	50	50	100
BRM618	Banking and Allied services	2	0	0	2	50	50	100
	<b>TOTAL CREDITS</b>				19			

### **Second Term**

<b>Subject Code</b>	<b>Subject</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>Internal Assessment</b>	<b>Exam Marks</b>	<b>Total Marks</b>
BRM621	Managerial Communication	1	-	3	2	80	20	100
BRM622	Behavioral Program II	1	-	3	2	80	20	100
BRM623	General Management	3	0	0	3	50	50	100
BRM624	Banking Environment	2	0	0	2	50	50	100
BRM625	Receipts and Payment systems in Banks	2	0	0	2	50	50	100
BRM626	Basics of Lending	3	0	0	3	50	50	100
BRM627	Banking Laws and Regulations	2	0	0	2	50	50	100
BRM628	Business Analytics	3	0	0	3	50	50	100
	<b>TOTAL CREDITS</b>				19			

### **Third Term**

<b>Subject Code</b>	<b>Subject</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>Internal Assessment</b>	<b>Exam Marks</b>	<b>Total Marks</b>
BRM631	Customer Relationship Management	3	0	0	3	50	50	100
BRM632	Retail Banking	3	0	0	3	50	50	100
BRM633	Credit Risk Management	3	0	0	3	50	50	100
BRM634	Trade Finance & Cash Management Services	3	0	0	3	50	50	100
BRM635	Foreign Exchange	3	0	0	3	50	50	100
BRM636	Financial Planning	3	0	0	3	50	50	100
BRM637	Commercial Banking	4	0	0	4	50	50	100
	<b>TOTAL CREDITS</b>				22			

### Fourth Term

Subject Code	Subject	L	T	P	C	Internal Assessment	Exam Marks	Total Marks
BRS	Project at Kotak Mahindra Bank ( internship)	-	-	-	10	100	-	100
	<b>TOTAL CREDITS</b>				10			

### TOTAL COURSE CREDITS: 70

c) **Award of Postgraduate Diploma.** The Student Kotak Sales Officer would have to pass in each course to acquire the credits for that particular course. He/She would become eligible for the award of the diploma on successfully completing 70 credits of course work by the end of the programme.

### **Assessment and Examinations**

d) **Assessment Procedure.** All courses undertaken by the Student Kotak Sales Officers will be evaluated using a system of continuous assessment. The Student Kotak Sales Officers will be evaluated on class/tutorial participation, assignment work, laboratory work, class tests and quiz tests which together will constitute the Internal Assessment. In addition, the Student Kotak Sales Officers will also have to appear for the end-term examination in all the theory and laboratory courses as per the course of study. The course wise assessment criteria is detailed in the above table.

The internship project, carrying 10 credits, is evaluated by the Bank Managers and the marks given by them will be considered for grading. There will be no separate internal evaluation for the project work.

The detailed procedure of evaluation and award of grades are discussed in the succeeding paragraphs

e) **Internal Assessment.** The continuous evaluation will consist of several instruments of evaluation like quiz, role play, home assignment, presentations, group discussion etc. and will vary depending on the course.

The internal assessment for subjects with code nos. BRM611, BRM612, BRM613, BRM621, BRM622-will be conducted using the following components of evaluation:

- i) Assignments – individual/group involving practical exercises followed by presentations.
- ii) Role Plays – group exercises involving communication and behavioral aspects which will be evaluated by a team of faculty.
- iii) Workshops – involving written/oral communication exercises to be evaluated by the faculty
- iv) Laboratory exercises in IT applications in banking (BRM613) requiring the students to use their knowledge of MS Office to solve practical problems. The exercises are evaluated by the faculty.

f) **End-Term Examinations.** It is mandatory for the Student Kotak Sales Officers to appear in the end-term examinations to be eligible for evaluation and award of grades. The end-term examination will be conducted by Manipal Academy of Banking. The answer scripts may be evaluated by internal examiners (preferably, the course teacher). Second evaluation by an external examiner will be done as per University rules. However, external examiners may be invited for evaluation of mini project and *viva voce* for the same at the campus. The end term examinations may consist of both MCQ & descriptive type questions.

If a Student Kotak Sales Officer does not appear for any end term examination for medical or other genuine reasons (as permitted by Kotak Mahindra Bank) or if he / she does not secure the requisite



grade in his/her first attempt, additional opportunity/ies will be given to appear for the subject along with Student Kotak Sales Officers of the next batch.

g) After the 3<sup>rd</sup> term, there will be three months of internship (PROJECT) at the branches of Kotak Mahindra Bank which will give practical inputs to the Student Kotak Sales Officers to make them “first hour first day” ready for taking up the front level responsibilities at the Bank branches without any additional training.

During this internship, for which 10 credits has been allotted, the Student Kotak Sales Officer will be familiarized with the products and processes of the bank and later he / she will be attached to an operational team and he / she will be getting field work experience during the three months. The mentor to whom the Student Kotak Sales Officer will be attached will constantly monitor the progress and will appraise the Student Kotak and will communicate the marks to the Manipal Global Education Services Bangalore campus.

h) **Grading System.** Specific grade will be awarded to a Student Kotak Sales Officer based on his/her performance over the term in a particular course. The grades are denoted by the letters A+, A, B, C, D, E, F and I, each of which not only indicates a qualitative assessment of the Student Kotak Sales Officer's performance but also carries a quantitative (numeric) equivalent called the grade point as given below:

Letter Grade	A+	A	B	C	D	E	F	I
Grade Point	10	9	8	7	6	5	0	0

A Student Kotak Sales Officer will be deemed to have passed a course if he/she gets any grade in the range of A+ to E. A Student Kotak Sales Officer will be awarded ‘F’ if he / she has failed to obtain the minimum percentage prescribed. A Student Kotak Sales Officer will be awarded ‘I’ grade if he/ she has satisfied the attendance requirement and has satisfactory performance in the internal assessment, but has not appeared in the end-term examination after taking permission for abstention.

i) Award of Grades.

Appropriate letter grades are awarded for those who have appeared for the University Examination based on the scores obtained in the theory and practical examinations. Internal Assessment marks and University examination marks put together will be taken into account for the letter grading system in each subject separately.

A Student Kotak Sales Officer registers for the university examination but fails to appear for the examination will be awarded an ‘I’ Grade. If the Student Kotak Sales Officer fails to score the minimum required 50% marks in the University examination he will be given a Grade ‘F’, indicating a failure in that subject.

A subject successfully completed cannot be repeated for improving the grade. Final evaluation of each subject (theory and practical separately) will be carried out on a 10 – point grading system corresponding to the marks obtained in that subject. Each subject letter grade is converted into a specific grade value associated with the letter grade as given below (Table)

**TABLE**

**TEN POINT GRADING SYSTEM**

MARKS RANGE	GRADING	GRADE VALUE
85% and Above	A+	10
75% - 84%	A	09
65% - 74%	B	08
60% - 64%	C	07
55% - 59%	D	06
50% - 54%	E	05
Less than 50%	F	0
Absent	I	0

**Grade Point Average (GPA)**

The grade points are weighted in accordance with the number of credits assigned to a theory or practical subject and it is a product of credit and grade value. The Grade Point Average (GPA) is the weighted average of grade points awarded to a candidate.

$$\text{GPA} = \frac{\text{Total grade points of a particular term}}{\text{Total number of credits of the term}}$$

GPA for each term will be calculated for those candidates who have passed all the subjects of that particular term of the course.

**Cumulative Grade Point Average (CGPA)**

The weighted average of GPA's of all terms that the Student Kotak Sales Officer has completed at any point of time is the Cumulative Grade Point Average (CGPA) at that point of time.

CGPA up to any term will be calculated only for those Student Kotak Sales Officers who have passed all the subjects up to that term. Generally, CGPA is calculated after the successful completion of the entire PGDBF course.

$$\text{CGPA} = \frac{\sum (\text{GPA of each term} * \text{Corresponding number of credits})}{\text{Sum of the entire course credits}}$$

After the results are declared, grade cards will be issued to each Student Kotak Sales Officer, which will contain the list of subjects for that term and the grades obtained by the Student Kotak Sales Officer.

**j) Award of Postgraduate Diploma in Relationship Banking**

A Postgraduate Diploma in Relationship Banking will be conferred on a Student Kotak Sales Officer on successful completion of the programme. However, for the award of postgraduate diploma, a Student Kotak Sales Officer has to fulfill the following requirements:

- (1) He/she should have appeared and passed all the courses of study as prescribed in the curriculum and should have earned the minimum number of credits & grade specified for the program of study.
- (2) He/she should have satisfactorily fulfilled other academic requirements (as specified in the course of study/ curriculum) like practical training, work visits, seminar, project, attendance etc.

Besides the above, the Student Kotak Sales Officer has to necessarily complete the e-learning modules (on self-study basis) as per bank requirements and this will be an additional requirement for the purpose of bank's acceptance of the Student Kotak Sales Officers, though not for the award of diploma.

- k) A Student Kotak Sales Officer will not be awarded any class or division for his/ her performance in the programme. However, CGPA obtained by him/her will be mentioned in the grade card and certificate to be issued to him/ her. The grades and the equivalent grade points will be mentioned in the grade cards and certificates.

**11. Course delivery Mechanism**

The program objectives will be met by deploying a wide variety of teaching and learning methods including lectures, seminars, group presentations and guided assignments. There will be guest lectures from industry experts including the bank officials.

### Support for the Student Kotak Sales Officers and their Learning:

- Additional inputs through guest lectures from industry experts/ Bank Officials
- Study materials provided to the Student Kotak Sales Officers
- Library
- Student Kotak Sales Officer Learning Forum
- Faculty guidance and support
- E-learning modules provided by the bank.

#### 12. Period of completion of the programme (PGDRB)

The Student Kotak Sales Officers are required to complete the programme within period of one year. However, if there are arrears in respect of any of the subjects, the Student Kotak Sales Officer should ensure the completion of all arrears within a period of two years from the date of joining the programme, as per the University rules.

#### 13. Detailed syllabus- \* the course structure may be upgraded from time to time

Detailed syllabus is appended below

<b>KOTAK MAHINDRA BANK - SYLLABUS</b>		
<b>TERM 1</b>		
<b>1. Basics of Communication</b>	<b>2 credits</b>	<b>BRM611</b>
UNIT 1		
Sentence construction, Kinds of Sentences, Structural Categorization of Sentences		
UNIT 2		
Common errors committed while writing, Active and Passive Voice		
UNIT 3		
Adaptation in Business Writing		
UNIT 4		
Writing for effect, the Effect of Words		
UNIT 5		
Communication through telephone; Receiving Telephone Calls; Initiating Telephone calls		
UNIT 6		
E-Mail Messages, Proposals, Technical Articles, Telegrams, Telex Messages, Facsimiles, Electronic Mail, Handling a Mail, Legal Aspects of Business Communication		
UNIT 7		
Communication Process, Barriers to effective communication, Techniques of effective communication, Nonverbal communication: Body Language facial expressions, Gestures, Postures, Dress codes. , creativity in oral communication, Cross Cultural Dimensions of Business Communication; Listening and speaking, Business and social etiquettes		
UNIT 8		
Public Speaking and Presentation, Technical & Non-technical presentations ,Speech of introduction – Speech of thanks , Occasional speech - Theme speech, Use of audio visual aids		
<b>2. Behavioral Program - 1</b>	<b>2 Credits</b>	<b>BRM612</b>
UNIT 1		
Foundations of individual behavior; Personality, shaping of personally, determinants of personality		
The self- concept, self- esteem and self –sufficiency		
UNIT 2		
Perception, perceptual process, managing the perceptual process, Learning Process, Reward System and Behavioral management ,The Theoretical process of learning, Principles of Learning, Reward and		

Punishment, Organizational Reward Systems
UNIT 3
Attitude formation, functions, change of attitudes, values, types of attitudes
UNIT 4
Team Building and group dynamics, working teams and team effectiveness, Intra team dynamics, decision making and influence of the group on individual group decision making, Inter group relations collaboration, conflict management and Change Management
UNIT 5 – Conflict management / time management / stress management / negotiation skills / team work / Personal effectiveness program
<b>3. IT in Banking                                      2 Credits    BRM613</b>
UNIT 1
Computer basics: covering basics of hardware, system software, application software, Database etc.
UNIT 2
IT security awareness: Security awareness like social engineering attacks, phishing, maintaining secrecy of passwords etc.
UNIT 3
Finacle – General (architecture, platform, menu system etc.), Finacle functional training
UNIT 4
Management Information system and Basics of MS-Office including Excel applications. Writing of macros
UNIT 5
Trends in Technology
UNIT 6
Social media and its impact on business
<b>4. Managerial Economics                                      3 Credits    BRM614</b>
UNIT 1
Introduction to economics ; Theory of firm
UNIT 2
Demand and Supply Analysis: Analysis of Demand, estimation of demand; Elasticity of Demand, Techniques and Importance of Demand forecasting
UNIT 3
Production & Cost Analysis: Production & Production Function: Concept, Forms of production function, Law of variable Proportions, Returns to scale. Cost concept, Short term and long term cost output relationship, Cost curves, Economies of scale
UNIT 4
Market Structure: Market Structures- Perfect Competition, Monopoly, Monopolistic Competition & Oligopoly, profit maximization and Price and Output determination under various market structures.
UNIT 5
Pricing: Cost plus pricing, incremental pricing, transfer pricing and price discrimination
UNIT 6
National Income aggregates - GDP / NNP / GNP – determination of income and employment; savings and investment; Concept of multiplier; inflation and unemployment- types, causes and control.
UNIT 7
Fiscal and Monetary Policy: objectives and Instruments; Effectiveness of Monetary and Fiscal Policy with respect to Indian Economy.
UNIT 8
Money Supply and Interest Rates, interest rates and inflation
UNIT 9
External Sector: International Trade, Foreign Capital flows & Balance of Payments, Exchange Rate: Fixed & Flexible; Convertibility of Rupee (Current & Capital Account).
<b>5. Business Mathematics and Statistics    3 Credits    BRM615</b>
<b>Business Mathematics</b>

UNIT 1
Interest rates - Simple and compound; Rates of interest – nominal, effective and continuous, their inter-relationships, Compounding and discounting of a sum using different types of rates
UNIT 2
Time value of money - Concept of present value, Types of annuities, Present values and accumulated values of these annuities; discount rate, IRR, Applications to Investment decisions.
UNIT 3
Valuation of Securities; Interest Rates - Fixed and Floating Rates- Daily Products; EMI Calculation.
<b>Statistical Methods</b>
UNIT 4
Introduction to statistics, frequency distributions including graphical presentations
UNIT 5
Measures of Central Tendency; Mathematical averages: Arithmetic mean, Geometric mean and Harmonic mean: Properties and applications, Positional Averages: Mode and median and other partition values - quartiles, deciles, and percentiles.
UNIT 6
Measures of dispersion: Measures of Variation: absolute and relative, Range, quartile deviation, mean deviation, and variance and Standard Deviation, Coefficient of variation
UNIT 7
Elementary Concepts of Probability and estimation, Correlation analysis, Co-efficient of correlation: calculation and properties
<b>6. Accounting and Financial Management      3 Credits BRM616</b>
UNIT 1
Basic Accountancy Procedures, Concepts of accountancy –Journal, Entity going concern – double entry systems, Principles of conservatism – revenue recognition and realization – accrual and cash basis
UNIT 2
Maintenance of Cash/ Subsidiary books and Ledger Records; Accounting for foreign currency transactions.
UNIT 3
Trial Balance
UNIT 4
Profit and Loss account and Balance sheet
UNIT 5
Capital & Revenue Expenditure/Depreciation/Inventory Valuation/Bill of Exchange
UNIT 6
Partnership accounts and Company accounts: - Balance Sheet Structure –Assets, Liabilities and Net worth; Preparation of Final Accounts – Accounting in a computerized environment-methods and procedures. Treatment of intangibles like goodwill (Brand Equity & IPRs)
UNIT 7
Analysis of Financial Statements: - Ratio Analysis, Time Series Analysis, Common sized statements - vertical and horizontal analysis. Financial Statements of Banking Companies.
UNIT 8
Accounting Standards-overview; Accounting Standards- Relevant to Banks
UNIT 9
Management Accounting; Financial Accounting Vs. Management Accounting
UNIT 10
Basic Financial Concepts, Analysis of financial statements, Ratio analysis, Cost of Capital, CAMELS rating
<b>7. Basics of Banking                      2 Credits      BRM 617</b>
UNIT 1
Definition of money and its various forms, Evolution of banking, Financial intermediation .Definition of banking, Banking - a business of trust and fiduciary responsibility of banks, Spread of Banking, branch

penetration, social banking;
UNIT 2
Role of a banker /Banker customer relationship, Rights and obligations of a banker, Types of customers /accounts
UNIT 3
Banking channels- branch banking; ATM, phone banking, Internet, mobile banking, outsourcing
UNIT 4
Banking Services and products –Asset products, Liability products – Overview, third party product - overview,
UNIT 5
Consumer banking/ Commercial banking/ Other banking services - overview
UNIT 6
Compliance regulations – KYC/AML, customer education and financial inclusion
<b>8. Banking and Allied Services 2 Credits BRM 618</b>
UNIT 1
Core banking business vs. Allied Services
Non – fund based business of banks
UNIT 2
Third party products - mutual funds, insurance, Gold etc.; Third party products Third party products - Mutual funds; Tax collection and bills payment service ;Dematerialization of securities; FD, bond, NCDS, Gold, ETF, NPS, PPF, other financial products
Tax collection and utility bill payment
UNIT 3
Traditional services - safe custody and safe deposit lockers
UNIT 4
Depository Services and online trading
UNIT 5
Advisory Services, Debit cards, credit cards, travel cards, prepaid cards, Travelers cheques

**TERM 2**

<b>1. Managerial Communication 2 Credits BRM621</b>
UNIT 1
Introduction to managerial communication: Meaning, Importance and objectives, Principles of Communication, forms of communication.
UNIT 2
Group communication: Importance, Meetings - group discussions, videoconferencing
UNIT 3
Introduction to managerial writing: Business letters: Inquiries, Circulars, Quotations, Orders, Acknowledgments Executions, Complaints, Claims and adjustments, Collection letter; Business Letters- Direct/Indirect Approach, Business Letters: Types; Memorandum, Report Writing ; Proposal Writing; Minutes Agenda ; Case Study and Case Analysis
UNIT 4
Banking correspondence, Agency correspondence, Bad news and persuading letters, Memos, minutes, Circulars and notices
<b>2. Behavioral Program - 2 2 Credits BRM622</b>
UNIT 1

Emotional Intelligence: Emotional Intelligence in Management, Components of Emotional Intelligence, Analysis of the Impact of Emotion at the Workplace, EQ, Application of EQ at Workplace, Improving EQ
UNIT 2
Interpersonal Skills, Johari Window, Johari Window vs. Tuckman's 4 Stages, Transactional Analysis, Time Management, Goal Setting
UNIT 3
Leadership Skills, Introduction, Leadership, Motivation, Group Teams and Corporate Culture, Understanding People Attitude Perception and Learning, Encouraging Creativity and Innovation
UNIT 4
SPIRIT, culture and ethos as specific to the Banking environment.
<b>3. General Management                      3 credits                      BRM623</b>
UNIT 1
Management: Concept, Nature, Importance; Levels of Management, Management theories, Importance of Business Ethics and Social Responsibility
UNIT 2
Introduction to Functions of Management, Planning, Organizing, directing, coordination and control
UNIT 3
Leadership: - Styles and functions, Change management, corporate governance
UNIT 4
Human Resource Management: Meaning, objectives, scope and functions, Emergence of Human Resource Management as people management; concept of learning organization and knowledge management.
UNIT 5
Human Resource Planning and development: training and development, succession planning
UNIT 6
Performance management and appraisal- Appraisal systems such as Balanced scorecard, career planning and management, promotion, incentives and transfers
UNIT 7
Meaning and Scope of Marketing, Marketing & customer value, Market research & MIS,
UNIT 8
Constructing a customer database, Identifying Market Segments and Targets, Brand Positioning, Managing Marketing channels, Competitors, Marketing Communication, advertising and sales promotion, Events and Public Relations
UNIT 9
Direct Marketing, Online marketing Challenges, Network marketing, Implications of Global marketing, (country-of origin effects, marketing Organization), benchmarking

<b>4. Banking Environment</b>	<b>2 Credits</b>	<b>BRM624</b>
UNIT 1		
Indian financial system – Components of the financial system and their relative size, Global/international financial systems		
UNIT 2		
Market -Players and the settlement procedure in market, Different financial markets, integration of markets and effect of globalization		
UNIT 3		
Merchant Banking : Capital Market and its two segments- Primary & secondary markets; Money market; Money market functions and Role of RBI & FIMMDA; Debt market - the Commodity Market; Exchanges and Forward Market Commission; Forex Market; Derivatives market; Treasury Management;		
UNIT 4		
Regulatory Environment ; Role of Reserve Bank of India/SEBI/IRDA etc.		
UNIT 5		
Banking Ombudsman; Regulation of financial markets; Financial liberalization.		
<b>5. Receipts and Payment Systems in Banks</b>	<b>2 Credits</b>	<b>BRM625</b>
UNIT 1		
<b>Cash Transactions</b> -Cash handling – procedures and processes; high value transactions; compliance aspects of cash handling		
UNIT 2 – Noncash transactions		
<b>Noncash transactions</b> -Funds transfer - payment and settlement systems, movement of funds, instruments of transfer, transfer operations, disadvantages of non-banking channels, how does fund transfer take place, security measures		
UNIT 3		
<b>Remittance</b> -Instruments of funds transfer - Demand Drafts, Payment Orders and Bankers' Cheques; Procedure for encashment of draft ;Validity of Instruments, FDD s: Foreign Demand Drafts, Loss of DD, Cancellation of DD s, Revalidation, issue of duplicates and cancellation of FDD,		
UNIT 4		
<b>Remittance - Electronic</b> - Electronic Funds transfer, RBI-EFT, NEFT,NECS ;Coverage of NEFT, Credit to the beneficiary's account, Remittances abroad, RTGS, ECS, Clearing, MICR based clearing; cheque truncation ,Collection and purchase of cheques; Collection of Bills, Liquidity requirement, Cash management services, Interbank payment & settlements, Payment system, Interbank mobile payment service (IMPS) ;		
UNIT 5		
<b>Payment systems – worldwide</b> ; SWIFT; VISA money transfer( Bank to specify )		



6. Basics of lending	3 Credits	BRM626
UNIT 1		
<p>Broad sources of finance - Concept of margin – need for margin, Loan to value ratio, impact on debt equity relationship            Needs of business entities: Fund-based and non-fund based credit in terms of cash outflows.            Forms and features of lending- short-term and long-term lending. Financing of working capital and term loans. Types of assets created</p>		
UNIT 2		
<p><b>Principles of lending</b> -Safety, security, liquidity, purpose, profitability, involvement of the borrower, borrower's financial stake -Appropriate terms and conditions for repayment.-Pricing of loans and returns on funds lent- Prudential norms: Exposure ceilings, capital adequacy, risk weightages for fund and non-fund exposures on balance sheet / off-Balance sheet</p>		
UNIT 3		
<p><b>Canons of sound lending</b> - 5 Cs. Character, Capacity, Capital, Collateral, Conditions.</p>		
UNIT 4		
<p><b>Borrower Segments</b>-Advantage of segregation of borrowers into segments-segment specific products, focused lending and follow-up. Selection of clients: due diligence - evaluation of Promoters and Management team, market enquiries, evaluation of security, financial analysis</p>		
UNIT 5		
Wholesale vs Retail Lending		
UNIT 6		
<p><b>Concept of Security</b> -Comparison of banker's involvement in borrower's project, assessment of borrower and project viability. Collateral for safety of advance -Concept of security – unsecured and secured advances / lending. Primary security and collateral security. Types of security and charge for various facilities. Mortgage – registered and equitable. Pledge, hypothecation, assignment of debt. Perfection of security – registration, filing, etc. Protection of security – insurance, inspection, monitoring. Third party guarantee. Valuation of security</p>		
UNIT 7		
<p>Types of advances - Cash Credit, Overdrafts against bills, discounting, purchase of bills, Packing Credit, etc. -Term Loans, Bank Guarantees, Deferred Payment Guarantees, LCs, etc.</p>		
UNIT 8		
<p>Understanding financial statements and interpretation thereof -Gauging the need and extent of finance, appropriate mode of dispensation. Fixing suitable repayment terms -Knowledge of policies affecting an industry and limitations on exposure -Banker's responsiveness to borrower needs.</p>		
UNIT 9		

Fair Practice Code for lenders
<b>7. Banking Laws and Regulations</b> <b>2 Credits</b> <b>BRM627</b>
UNIT 1
Banking Regulations - Reserve Bank of India Act 1934, Banking Regulation Act 1949
UNIT 2
Negotiable Instruments Act, Account Payee Crossing, Not- negotiable crossing, material alteration, payment of cheques, Allonge etc.
UNIT 3
Partnership Act, limited liability partnership, Companies Act - provisions relating to the existence of the company as an independent legal entity, difference between Public and Private Limited Companies, deemed Public Company, provisions relating to Memorandum of Association and Articles of Association, registration of charges, provisions relating to the borrowings by the company, provisions relating to the Corporate Guarantee, etc.
UNIT 4
Societies Act – provisions relating to the constitution and bye laws and basic provision as to the working of the Society, Indian Trust Act – Basic provision as to the operation of the Trust
UNIT 5
Transfer of Property Act, Contract Act with special reference to Guarantee/Indemnity, Pledge, Lien etc., Lender’s Liability Act, Law of limitation
UNIT 6
SARFAESI Act, Consumer Protection Act
UNIT 7
Civil Procedures Code , Criminal Procedure Code, Prevention of Corruption Act
UNIT 8
Income Tax Act, Indian Stamp Act, Service Tax, Sale of goods act, Prevention of Money laundering act
UNIT 9
Banker’s Book Evidence Act 1891, Information Technology Act
<b>8. Business Analytics</b> <b>3 Credits</b> <b>BRM628</b>
UNIT 1
Valuation of Fixed Income Securities : Introduction to Bond Markets , Yield and Conventions; Spot and Forward Rates; Terminology and characteristics of Bonds/Types of fixed income securities: Central Government securities, State Government securities, Government-guaranteed bonds, PSU bonds, Corporate debentures, money market instruments and preferred stock, Valuation/Pricing of bonds, Bond Yields, Term structure of interest rates
UNIT 2

Stock Valuation: Stock Valuation Models: Dividend Discount Model Growth with Internal Equity, Higgin's sustainable growth model, P/E multiple and PVGO, FCF Approach
UNIT 3
Risk Return Analysis: Introduction to risk and returns; Sources of risk; Risk and return of single assets and portfolio; Measurement of market risk - Security Market Line; Theories related to Risk and Return: Markowitz model, Single Index model, and CAPM and Arbitrage Pricing theory.
UNIT 4
Cost of Capital: Cost of debt and preference shares; cost of equity and retained earnings; determining the proportions; WACC; Weighted Marginal Cost of Capital; divisional and project cost of capital;
UNIT 5
Concept of EVA; Methods of Calculating EVA - Residual Income Method and Refined Earnings Method; EVA Analysis
UNIT 6
Branch Profitability

### TERM 3

<b>1. Customer Relationship Management - 3 Credits BRM631</b>
UNIT 1
Customer Service- types of customers, needs of the customers, Understanding the 5 stages in building customer relationship ,Customer Relationship Management, defining and understanding CRM, Basic determinants of CRM, Functions of CRM model, Managing customer relationship.
UNIT 2
Customer Service Management -Understanding customer service, skills required to provide excellent service, dimensions to provide excellent service, understanding personality types of customers and best practices to handle them
UNIT 3
Customer Satisfaction -Importance of Customer Satisfaction, Understanding Customer satisfaction drivers, Methods to measure customer satisfaction
UNIT 4
Customer Value Management - Understanding the difference between customer value and customer satisfaction, Customer perception - comparison between quality and satisfaction, Understanding customer expectations and customer satisfaction, dimensions of service quality, Dimensions of service encounters and satisfaction
UNIT 5
Grievance redressal and complaint management ; service quality

UNIT 6
Introduction to Relationship and Sales Management ;Relationship and Sales Management at Kotak Mahindra Bank; Overview of the role / Cross selling
UNIT 7
Sales management model; Financial selling; Types of sales; Channel sales and sales planning; Demand funnel v/s SE Model; Recruitment, training, evaluation, compensation and exit of SE; Channel partner – managing channel partners
UNIT 8
Concept of Relationship Management;6 stages of relationship management; Role of a Relationship Manager; Prospecting; Process of Call Execution and steps in call execution; Understanding your customer; Sales kit ; Client – Relationship Manager interaction model; Uncovering customer attitude; Kotak Mahindra Bank Brand; Service Failures ( other topics to be suggested by the bank)
<b>2. Retail Banking</b> <span style="float: right;"><b>3 Credits BRM632</b></span>
UNIT 1
Definition and concepts - advantage/disadvantages, opportunities, challenges
UNIT 2
Special features of Retail Credit - volume driven, strong credit assessment capability, sound documentation, strong processing capability, regular and constant follow – up, skilled human resource, technological support
UNIT 3
Home Loan; Home Loans to NRIs / PIOs; Home Improvement Loan; car loan ( Bank specific products)
UNIT 4
Loan against Future Rent Receivables; Mortgage Loan; Reverse Mortgage Loan ( Bank specific processes)
UNIT 5
Advance against Securities ( Bank specific processes)
UNIT 6
Stressed Assets Management - Monitoring of Standard assets, Review of SAM, Sub-standard, Doubtful and Loss assets; Different Recovery Methods, Income Recognition and Identification of NPAs; RBI guidelines
UNIT 7
Functions of Retail banking branch, Types of customers and accounts ;Liability Products - Domestic liability products - Current Account, Savings account, Profitability of liability products ( Bank specific products), other banking facilities for retail customers
UNIT 8

Processes - CASA, Term deposits, Safe deposit Lockers, safe custody, convenience banking
UNIT 9
Branch Management - Day to day branch management, mandatory notices, Regulatory guidelines impacting branches etc.
UNIT 10
Non-resident accounts - Types of accounts and facilities for Non-residents, RFC accounts,
<b>3. Credit Risk Management                      3 credits                      BRM633</b>
UNIT 1
Definition of risk, risk and volatility, types of financial risks – country risk, counterparty risk, default risk, concentration risk, settlement - need for risk management, framework of risk management system in banks, essentials of risk management- risk identification, risk measurement, risk pricing, risk monitoring and control and risk mitigation.
UNIT 2
BASEL Norms pertaining to risk management - Credit risk (Probability of default, exposure at default, loss given default and maturity; directives of RBI for implementing credit risk management framework in banks and the requirements thereof) Market risk and operational risk
UNIT 3
Credit risk managing tools such as VAR, Credit derivatives, CDS,CDOs, cross-border credit risks,
UNIT 4
Interbank payment risks, settlement risks, Herstatt risk
UNIT 5
Operational Risk - Maker checker system, preventive vigilance, Inspection audit, Business continuity plan, RCSA/ KRI
UNIT 6
Capital charge for various risks – Role of credit rating, different approaches for risk rating
UNIT 7
credit rating model followed by the bank
<b>4. Trade finance and Cash Management Services 3 Credits BRM634</b>

UNIT 1
Trade Finance – Domestic Trade; Pre-sale finance – overdraft, cash credit; Post – sales – documentary bills, clean bills
UNIT 2
Types of facilities – cheque purchase, bill purchase/discount, Advance against bills in the course of collection, cash credit against book-debts/debtors, Open Account, Clean Advance, Documentary Credit, Documentary Collection, Bank guarantee
UNIT 3
Documentary Credits (Letter of Credit): Types of LC – Parties, Mechanism with illustration.
UNIT 4
Documents involved in International trade: Statutory Documents, Financial Documents, Transport Documents, Risk Bearing Documents.
UNIT 5
Imports : Import LC, collection of import bill, Documents required, Financing of imports, Trade and Exchange Control Formalities, Sanction of Limit
UNIT 6
Supply chain management -financial solutions; Dealer financing; Vendor financing (channel financing)/(distributor financing);Invoice financing; Transport financing; Seller’s credit or supplier’s credit; Buyer’s credit
UNIT 7
Trade Finance Regulations - UCPDC, URC, FEDAI, INCOTERMS,RBI Guidelines, FEMA,
UNIT 8
Cash management services
<b>5. Foreign Exchange</b> <b>3 Credits</b> <b>BRM635</b>
UNIT 1
Management of Foreign Exchange with special reference to India: Meaning of the Term “Foreign Exchange”, Exchange Market, Statutory basis of Foreign Exchange, Introduction to foreign exchange markets; Structure of foreign exchange market; Foreign exchange functions in a Bank branch
UNIT 2
Evolution of Exchange Control, FEMA, Outline of Exchange Rate and Types, Import Export Overview. Foreign Exchange Markets & Exchange Rate Parity Condition; Correspondent Banking arrangements, FEDAI rules relating to Foreign exchange transactions,
UNIT 2

Types of transactions and settlement dates; Exchange rate quotations and arbitrage; Forward quotation, Pricing of Short-date and broken-date contracts; Foreign Exchange Market in India ;Determinants of Foreign exchange rates: International parity conditions - Purchasing power parity, interest rate parity; Structural models of exchange rate determination
UNIT 3
India's Forex Scenario: BOP crisis of 1991, LERMS, Convertibility.
UNIT 4
FCNR, Foreign currency loans, ECB,FCCB, payment mechanism, different instruments of international money transfers and modes of remittance, procedure for various foreign exchange related transactions, rules for foreign exchange contributions, FCRA, rules relating to release of foreign exchange to Indian residents
UNIT 5
Introduction to Exchange Rate Mechanism: Spot- Forward Rate, Exchange Arithmetic. Calculating buying and selling rates for telegraphic transfer and bill transactions
<b>6. Financial Planning</b> <b>3 Credits</b> <b>BRM636</b>
UNIT 1
Financial Planning Process: Need for financial planning, definition and scope of financial planning. Important elements of financial planning. Components of financial planning; Financial planning process -the life cycle of investor in financial planning ,financial planning goals,
UNIT 2
Financial Planning Products : Products specified by the Bank
UNIT 3
Financial Planning and Forecasting Ratios System, Types of Financial Planning Models, Development of Simulations Models, Improving financial modelling, Conditions for the Successful Use of Models, Growth with Internal Equity
UNIT 4
Risk Profiling : Investment planning, Investor profiling, Time horizon for a HNWI
UNIT 5

<p>Investment Approach- Asset Allocation : Asset tool- an important tool to achieve financial goals asset class characteristics; Product suite across the risk-reward spectrum ;Risk return characteristics of asset classes ; An integrated approach to asset allocation ; Asset allocation and private banker Asset allocation models ,changing asset allocation ; Rebalancing; Wealth management advisory services</p>
<p>UNIT 6</p>
<p>Tax implications ;Equity market investments ,mutual funds, other investments, insurance, real estate investments, investment avenues for claiming sec 80c benefits, Tax implications of various investment products</p>
<p>UNIT 7</p>
<p>Ethics in Financial Planning</p>
<p>UNIT 8</p>
<p>e-trading platform – of Kotak Mahindra Bank</p>
<p><b>7. Commercial Banking</b> <b>4 Credits</b> <b>BRM637</b></p>
<p>UNIT 1</p>
<p>Liability products : Commercial Banking products - features and process flow( Bank specific products) ;</p>
<p>UNIT 2</p>
<p>Working capital assessment - operating cycle, projected balance sheet, cash flow method etc.</p>
<p>UNIT 3</p>
<p>Term Loan – purpose, assessment, Concept of Promoters contribution, Debt Equity Ratio and DSCR, Term loan eligibility based on security, regulatory and legal aspects. Foreign currency denominated term loans.</p>
<p>UNIT 4</p>
<p>Project finance, Project export financing with the support of export credit agencies, project appraisal and structured finance solutions, advisory services on financial models, capital structure, raising equity capital etc., determining project IRR, equity IRR and how it is linked to capital structure, free cash flow valuation models such as FCFE and FCFE,</p>
<p>UNIT 5</p>



Merchant Banking : Essential requirements for a public issue; differences between private placement and public issue; role and responsibilities of lead manager, Draft prospectus, Disclosures, Role of SEBI, Role of listing exchange, pricing of issue, book running, Other market players- co managers, underwriters, registrar, brokers, bankers to issue, refund banker, etc. Role played by commercial banks in an IPO for equity; role of bankers in private placement of debt or equity, Institutional banking

**UNIT 6**

Asset Products and process flow- ( Bank specific products and processes)

**Text books**

Sl. No.	Title	Authors	Publisher	Ed	Copyright year
1	Spoken English with CD	Sasikumar / Dhamija	Tata McGraw Hill	2 <sup>nd</sup> edition	2011
2	Accounting and financial management	IIBF	Macmillan	2 <sup>nd</sup> edition	2011
3	General Bank Management	IIBF	Macmillan	Latest edition	2011
4	Managerial Economics	Atmanand	Excel		latest/2010
5	Basics of Banking	M N Gopinath	Snow white		latest/2010
6	Principles of Management	Charles Hill and Steven Mc Shaw	McGraw Hill		2007
7	Business Statistics	S P Gupta & M P Gupta	sultan Chand and sons		2010

**Reference books**

1	Business Communication	Sudan and Amrik Singh	Anmol
2	Management Communication - A case analysis approach	James O Rourke and Anobha Singh	Pearson
3	Business Communication Strategy	Malthkutty Monipally	Tata McGraw Hill
4	Effective Business Communication	Asha Kaul	Prentice Hall
5	Business Communication Today	Bovee Thill Schatzman	Pearson
6	Business Correspondence and Report Writing : A Practical approach to Business & Technical Communication	Sharma R C and Mohan Krishna	Tata McGraw Hill
7	Business Communication	R C Bhatia	Ane Books
8	General Management	Sharma N K and Sarita Sharma	Sapna Book House

### Other Books

	Subject	Author	Publisher	Edition
1	Principles of Macroeconomics	Joseph Stiglitz /Carl Walsh	Viva Group India	
2	Macroeconomics	Gregory Mankiw	Cengage learning	
3	Managerial economics	H L Ahuja		
4	Managerial economics	Neil Doherty /Edwin Mansfeld /Bruce Allen/ Keith Weigely	Norton	
5	Microeconomics, Macroeconomics, Economics	Campbell McConnell, Stanley Brue and Sean Flynn		
6	Managerial economics	Geetika, Piyali Ghosh, Purba	McGraw Hill	
7	Derivatives and financial innovations	Manish and Navneet Bansal	McGraw Hill	
8	Macroeconomics	Roger Farmer		2 <sup>nd</sup> edition
9	Principles of econometrics	Carter Hill / William Griffith / Guay Lim		
10	Macro Economics ( with CD)	Roger E A Farmer	Thomsun	2 <sup>nd</sup> edition
11	Managerial accounting for managers	Eric Noreen, Peter Brewer, Ray Garrison	McGraw Hill	1 edition
12	Law and Practice of Banking	Appaniah and Reddy	Himalaya Publication	
13	Banking Theory - Law and Practice	S Gurusamy	McGraw Hill	2009
14	The art of asset allocation : Principles and investment strategies for any market	David Darst	McGraw Hill	Aug-10
15	Understanding asset allocation	Scott Frush	McGraw Hill	Aug-10
16	working capital management : Text and cases	V K Bhalla		
17	Macroeconomics	Shyamal Roy		
18	Mastering Financial modelling in Microsoft excel	Alistair day	Pearson	2 <sup>nd</sup> edition
19	An Illustrated guide to linear programming	Dr Saul I Gass	dover	
20	Investments – Analysis and Behaviour	Mark Hirschey		
21	Active asset allocation	Frank Fabozzi and Robert D Arnott		
22	Econometric analysis	William Greene		
23	Beyond Reengineering	Michael Hammer		
24	Essentials of Managing Treasury	Karen A. Horcher	Wiley and sons	latest
25	Essentials of Treasury Management	David P Higgins		
26	Bank Treasury Management	Vincent Barritsch		

27	Introduction to Banking	Vijayaraghavan Iyengar	excel books	latest
28	Principles of Banking	IIBF	Macmillan	latest
29	Banking Theory - Law and Practice	Gordon and Natarajan	Himalaya publishing	latest
30	Basics of Banking and finance	Bhattacharya and Aggarwal	Himalaya publishing	
31	Management of banking and financial services	Justin Paul and Padmalatha Suresh	Pearson	
32	Banking theory and practice	Shekhar and Shekhar	Vikas publishing	18 <sup>th</sup> / latest
33	General Management	IIBF	Macmillan	latest
34	Antimoney laundering and Know your customer	IIBF	Macmillan	2010
35	Banking	N T Somashekar	New Age International	latest
36	Theory and practice of Banking	S N Maheswari	Kalyani	
37	Modern Banking : Theory and practice	Muraleedharan	PHI	
38	Banking theory and practice	P K Srivastava	Himalaya publishing	11 <sup>th</sup> / latest
39	E- Banking in India: The Paradigm Shift	Jayshree Bose	ICFAI	
40	The ace of soft skills	Gopalaswamy Ramesh, Mahadevan Ramesh	Prentice hall	
41	emotional intelligence	Daniel Goleman	bantam	
42	Business Mathematics	Arora P N	S Chand Group	
43	Working with emotional intelligence	Daniel Goleman	bantam	
44	Headfirst statistics	Dawn Griffith	O Reilly	2008 / latest
45	Statistics for management	Srivastava T N	McGraw Hill education	Feb 2008 / latest
46	Statistics for management	Richard Levin	Phi Learning	2008 / latest
47	Organisational Behaviour	Stephen Robbins / Seema Sanghi / timothy judge	Pearson	13 <sup>th</sup> /latest
48	Principles of marketing	Philip Kotler / Gary Armstrong		
49	Monetary economics	RR Paul	Kalyani	
50	Marketing for bankers	Mary Ann Pezullo	American Bankers association	
51	Bank marketing for the 90's: new ideas from 55 of the best marketers in banking	Don Wright	Wiley	
52	Marketing effectiveness in Banking	R D Sharma / Gurjeet Kaur	Anmol Publications	2003 / latest

53	Marketing of banking services- a systems approach	Kolli Rao		
54	Marketing of banking services	Rajeev K Seth	Macmillan	
55	Micro Economics - Theory and applications	Maddala & Miller	McGraw Hill	
56	Business Mathematics and Statistics	G Srinivasa and Deepa George	new age international	
57	Operations Research: Applications & Algorithms (With CD)	Wayne L Winston	Cengage Learning	
58	Microsoft Excel Data Analysis and Business Modelling	Wayne L Winston	Microsoft press	
59	Data Analysis and Decision Making With Microsoft Excel	Christian Albright, Wayne L Winston, Christopher Zappe	Duxbury Pr	
60	Statistical methods in managerial decisions	Chandan Kumar Mustafi	Macmillan	
61	Basic statistics	B L Agarwal	new age international	
62	Easy approach to statistics	S P Gupta	Jain book	
63	Statistical methods	Dr S P Gupta	Jain book	
64	Data Analysis and Decision Making With Microsoft Excel	An Introduction to Business Mathematics	Jain book	3 <sup>rd</sup>
65	Statistics for management	Levin Richard I and Rubin David S.	Pearson	7 <sup>th</sup> edition
66	Business communication : Process and production	Guffey	Thomson	3 <sup>rd</sup> / latest
67	microeconomics using excel: integrating economic theory, policy analysis and Microsoft excel	Kirschke/ Jechli	Routledge	
68	Principles of marketing	Philip Kotler/Abraham Koshy /Keller / Mithileshwar Jha	Pearson	13 <sup>th</sup> edition
69	Ascent of Money - a financial history	Niall Ferguson	penguin	
70	A Brief Course On Foreign Exchange Arithmetic	C Jeevanandam	Jain book depot	2010
71	Foreign Exchange and Risk Management	C Jeevanandam	Jain book depot	2007
72	Foreign Exchange Laws : Ready Reckoner	Taxmann's	Taxmanns	latest
73	Basics of Banking	IIBF	Macmillan	latest
74	Bank Marketing	K K Saxena	JBD	latest / 2 <sup>nd</sup> edition 2008
75	Treasury Management in India	Avadhani	Himalaya	2 <sup>nd</sup>
76	Handbook on debt recovery	IIBF	Macmillan	
77	Introduction to financial planning	IIBF	Taxmanns	3 <sup>rd</sup> edition 2011
78	Treasury and Risk Management in Banks	IIBF	Taxmanns	2009

79	Readings on financial inclusion	IIBF	Taxmanns	2006
80	Practitioners book on Trade Finance	IIBF	Taxmanns	Nov-10
81	Home loan counselling	IIBF	Taxmanns	2007
82	Securities Markets and Products	IIBF	Taxmanns	
83	Customer Service and Banking codes and standards	IIBF	Taxmanns	
84	RBI's instructions for Banks and Banking operations	RBI	Taxmanns	7 <sup>th</sup> edition 2010/ latest
85	Principles of Management	Dr Neeru Vasisht	Taxmanns	3 <sup>rd</sup> edition
86	Merchant Banking	Machiraju	New age international	
87	Financial Risk Management	Dun and Bradstreet	McGraw Hill	2006 / latest
88	Essentials of Risk Management	Michel Crouhy / Don Galai / Robert Mark	McGraw Hill	2005/Latest
89	Cash and derivatives markets in foreign exchange	Rajawade	McGraw Hill	2010
90	Rural Banking	IIBF	Macmillan	latest
91	Retail Banking	Katuri Nageswara Rao	ICFAI	