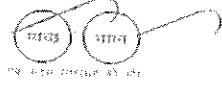


1.1.2. Where syllabus revision was carried out during the Last Five Year (20)						
1.2.2 Which Choice Based Credit System (CBCS) Elective course system has been implemented (20)						
Programme name	Year of Introduction	Status of implementation of CBCS / elective course system (Yes/No)	Year of implementation of CBCS / elective course system	Year of revision (if any)	If revision has been carried out in the syllabus during last 5 years, Percentage of content added or replaced	Link to the relevant document
M. Tech (FPOM)	2012	Yes	2018	2015	2%	IQAC
				2016	0%	
				2017	0%	
				2018	30%	
				2019	0%	
MBA	2016	Yes	2018	2015	N/A	
				2016	0%	
				2017	0%	
				2018	0%	
				2019	0%	
B.Tech (FBM)	2012	Yes	2018	2015	3%	IQAC
				2016	0%	
				2017	0%	
				2018	10%	
				2019	0%	
Ph.D. (FBM)	2013	Yes	2018	2015	0%	IQAC
				2016	0%	
				2017	0%	
				2018	80%	
				2019	0%	

1.1.2 & 1.2.2






File No. : NIFTEM/Society/36/10

Date: 03.01.2018

Notification

Subject: Minutes of 17th Academic Council meeting of NIFTEM.

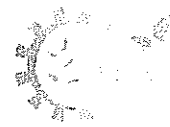
The Minutes of 17th meeting of Academic Council of National Institute of Food Technology Entrepreneurship and Management (NIFTEM) held on 14.11.2018 at 11:00 A.M. are forwarded herewith for kind perusal and necessary action.


Registrar, NIFTEM
03/01/2019

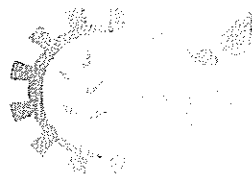
Copy by mail to:

- PS to Hon'ble Vice-Chancellor for kind information please
- Office of the Registrar for record please
- All the members of Academic Council
- All Department and Divisional Heads for necessary compliance, if any
- CoE





Minutes
Of the
17th Meeting of
Academic Council
November 14, 2018
at
11:00 A.M.
NIFTEM Campus, Kundli



29

National Institute of Food Technology Entrepreneurship and Management
Kundli, Sonapat

17th Academic Council meeting dated 14.11.2018 at 11:00 a.m.

INDEX

Agenda No.	Items
17.1	Confirmation of the minutes of the last meeting.
17.2	Action taken report on the decisions of last meeting.
17.3	Recommendation of PG BoS of five Department of NIFTEM for consideration and approval.
17.4	Recommendation of UG BoS for consideration and approval.
17.5	Modification in NIFTEM Internship Policy & NIFTEM Placement
17.6	Promotion Policy for B.Tech Programme- Exclusion of deficiency course for eligibility of promotion.
17.7	Approval of Result of MBA 2016-18, M.Tech 2016-18, and B.Tech 2014-18 Batches and award of Degree-reg
17.8	Assignment of Invigilation duties during exam to faculty members
17.9	Format of Mid-Term and End Semester Exam question papers.
17.10	Proposal to introduce Re-Evaluation of Answer Books of End Semester Exam (Theory)
17.11	Setting up of various Committees/ Cells/ Procedures etc. as per requirement of NAAC.
17.12	Policy to deal with Mass Bunk by Students
17.13	Change of credit of Biochemistry and Food Chemistry.
17.14	Course Structure of Ph.D. Programme
17.15	Reporting Items: <ul style="list-style-type: none">• Correction of typographical as subject code of FST 212 to BAS 213 approved in 8th meeting of Academic Council• Request of Mr. Tanmoy Bag and Mr. Atul chaudhary for late I-campus registration
17.16	Any other items with the approval of the Chair.



Minutes of the 17th meeting of Academic Council of National Institute of Food Technology Entrepreneurship and Management (NIFTEM) held on 14.11.2018 at 11:00 a.m. under the Chairmanship of Dr. Chindi Vasudevappa, Hon'ble Vice-Chancellor, in the Committee Room of NIFTEM Campus, Kundli, Sonapat Haryana.

3

The following members were present:

- | | |
|---|------------|
| 1. Dr. R.K. Sharma, Former Director DFRL, Mysore | -Member |
| 2. Dr. R.K. Gupta, Director MGIRI Wardha (M.S.) | -Member |
| 3. Dr. D.P. Biradar, Vice-Chancellor, UAS Dharwad | -Member |
| 4. Dr. Ravindra Kumar, Quality and Food Safety Lead- AP, DuPont | - Member |
| 5. Prof. Manjeet Aggarwal, Professor & Dean (R) , NIFTEM | - Member |
| 6. Prof. M.P. Sahu, Professor & HoD (AES), NIFTEM | - Member |
| 7. Dr. Vijendra Mishra, DSW, NIFTEM | - Member |
| 8. Dr. Neela Emanuel, HoD (FE), NIFTEM | - Member |
| 9. Dr. Sanjay Bhayana, HoD (FBM), NIFTEM | -Member |
| 10. Dr. Vikas Saxena, Associate Professor, NIFTEM | - Member |
| 11. Dr. Kalyan Das, Associate Professor, NIFTEM | - Member |
| 12. Dr. Chakkarvarthy Sarvanan, Assistant Professor, NIFTEM | - Member |
| 13. Dr. Tripti Aggarwal, Assistant Professor, NIFTEM | - Member |
| 14. Dr. Bhaswati Bhattacharya, Assistant Professor | - Member |
| 15. Dr. T.N. Giri, Registrar, NIFTEM | -Secretary |

The following members could not attend the meeting, of absence was granted by the Chair:

- | | |
|--|----------|
| 1. D.N. Kulkarni, President, Jain Irrigation Systems Ltd. | -Member |
| 2. Dr. G. Venkateshwarlu, ADG, Education department, Delhi | -Member |
| 3. Dr. Ashutosh Upadhyay, HoD FST and Dean (A), NIFTEM | - Member |
| 4. Dr. P.K. Nema, Associate Professor, NIFTEM | - Member |

At the outset Dr. T.N. Giri, Registrar NIFTEM and Secretary Academic Council welcomed Hon'ble Chairman and the Members of the Academic Council. He also welcomed newly joined member Dr. Ravindra Kumar. Itemized minutes of the meeting were taken up for deliberation after ensuring the quorum.



Agenda Item 17.1**Subject: Confirmation of the Minutes of the last meeting.**

The Minutes of the 16th meeting of Academic Council of National Institute of Food Technology Entrepreneurship and Management (NIFTEM), held on 09.02.2018 under the Chairmanship of Vice-Chancellor, NIFTEM were considered by the Council. The Council confirmed and approved the minutes.

Agenda Item 17.2**Subject: Action taken report on the decision of last meeting**

The Council considered the Action Taken Report on the decision of 16th Academic Council meeting held on 09.02.2018 and noted the same with satisfaction.

Agenda Item 17.3**Subject: Recommendation of PG BoS of five Department of NIFTEM for consideration and approval.**

The Council considered the recommendations of all the five PG Boards of studies made in their meetings held on 05.07.2018 in r/o M.Tech, Ph.D and MBA programmes. The Council also noted that Vice-Chancellor, NIFTEM and Chairman Academic Council has already approved revised course structure of PG programmes w.e.f. Academic Year 2018-19 subject to ratification by Academic Council. Since the course structure & syllabus of the course was required to be implemented from the beginning of the Odd Semester 2018-19, the Council ratified the decision taken by Vice-Chancellor, NIFTEM for course structure and contents recommended by all the five PG Boards of Studies annexure at 17.3.1.

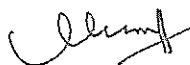
The details of course structure and syllabus of each PG programme as recommended by respective Board of Studies in their meetings held on 05.07.2018 and in r/o PG BoS (D/o FST) in its meeting held on 05.07.2018 and 12.11.2018 is enclosed at Annexure 17.3.2

Agenda Item 17.4**Subject: Recommendation of UG BoS for consideration and approval.**

The Council considered the Agenda and noted that the UG Board of Studies in its meeting held on 05.07.2018 has revised the course structure of B.Tech (FTM) in line with Model Curriculum for Undergraduate Degree courses in Engineering & Technology circulated by AICTE in Jan, 2018 providing for:

- i. Maximum credits in B.Tech programme at 150-165.
- ii. Conduction of a 3 week induction programme before commencement of teaching classes.
- iii. Use of internal Labs/online MOOC courses as per requirement

The Council considered the common 1st year courses based on the AICTE model curriculum and UGC-CBCS guidelines, the course structure of B.Tech as revised by the UG BoS in its meetings held on 05.07.2018 and 12.11.2018 enclosed at Annexure 17.4. The Council approved the revised structure of B.Tech (FTM) recommended of UG Board of Studies.



Agenda Item 17.5

5

Subject: Modification in NIFTEM Internship Policy & NIFTEM Placement

The Council considered the agenda and noted that NIFTEM Internship and Placement Policies approved by the Academic Council in its 15th meeting held on 09.11.2017 were batch specific i.e. applicable to B.Tech 2014-18 batch and M.Tech 2016-18 batch. Since policy guidelines should be uniformly applicable to subsequent batches also after necessary amendments, the Institute has modified NIFTEM Internship and Placement policies to make them applicable to all future batches also uniformly with the approval of Vice-Chancellor, NIFTEM and Chairman Academic Council and notified these policies in the revised version subject to ratification of Academic Council.

The Council after due deliberation ratified the decision taken by Vice-Chancellor, NIFTEM & Chairman Academic Council.

Agenda Item 17.6

Subject: Promotion Policy for B.Tech Programme- Exclusion of deficiency course for eligibility of promotion.

The Council considered the agenda and noted that as per promotion policy of B.Tech programme approved by the Council in its 15th meeting held on 09.11.2017 & 16th meeting held on 09.02.2018, all students (Old & New) could be promoted to next year of study provided they do not have more than 04 back papers of any semester/year. The Council further noted that a deficiency course, namely Introduction to Biosciences is also prescribed in 1st semester for students who have not studied biology in 10+2 level. All students are thus not enrolled in this course. The course also does not have any credits and its result is declared as 'Satisfactory' or 'Unsatisfactory' Apart from this, no pre-requisite is prescribed in the approved curriculum of the deficiency course. In view of this position, it has been decided to exclude the deficiency course from total no. of 04 back papers for considering provisional promotion to next year of study with the approval of Vice-Chancellor, NIFTEM & Chairman Academic Council subject to ratification by Academic Council. However, degree shall be conferred to such students only after the deficiency course is cleared by the student (s) concerned as 'Satisfactory'.

The Council after due deliberation ratified the decision taken by Vice-Chancellor, NIFTEM & Chairman, Academic Council to exclude the deficiency course from total no of 04 back papers for provisional promotion.



Agenda Item 17.7

Subject: Approval of Result of MBA 2016-18, M.Tech 2016-18, and B.Tech 2014-18 Batches and award of Degree-reg

The Council considered the Agenda and noted that following no. of students of UG/PG courses have pass out in the Academic Year 2017-18 after completing their courses in accordance with NIFTEM's Academic and Exam Regulations and are now required to be conferred Degrees:

S.No.	Course Name	Batch	Course duration	Department Name	No. of Students passed
1	MBA	2016-18	2 years	FBMED	15
2	M.Tech • FPEM • FSQM • FTM • FSCM • FPOM	2016-18	2 years	Department of FE BAS FST AES FBMED	18 15 18 14 16
3	B.Tech (FTM)	2014-18	4 years	Undergraduate Studies	132
4	B.Tech (FTM)	2013-17	4 years	Undergraduate Studies	06*
5	B.Tech (FTM)	2012-16	4 years	Undergraduate Studies	01*

*Through Supplementary Exams.

The Council discussed the result status of MBA 2016-18, M.Tech 2016-18, B.Tech 2014-18 and supplementary Exam result of B.Tech 2012-16 and 2013-17 and approved the same. The Academic Council authorized Vice-Chancellor, NIFTEM to issue the marks certificates under his digital signatures to students pass out in the Academic Year 2017-18 based on result declared by the Institute in accordance with its Academic & Exam Regulations.

Agenda Item 17.8

Subject: Assignment of Invigilation duties during exam to faculty members

The Council considered the agenda and noted that there are no guidelines/ procedure laid down for assignment of invigilation duties to faculty members during Mid-Term and End Semester Exams.

The Institute has however been deploying faculty members on invigilation duty with the approval of Vice-Chancellor, who is also Chairman of the Academic Council.

The Council deliberated the matter in detail and based on practice followed in other Institutions of Higher Studies, decided as under:

- i. Deans and HoDs may not be assigned invigilation duties in view of their other commitments. They may however be given surveillance duties during Exam and other coordinating activities related to Exam.
- ii. Associate Professor, other than HoDs & Assistant Professors may be assigned equal invigilation duties.
- iii. Lab Staff i.e. Lab Incharge may also be assigned invigilation duties along-with a faculty member at par with duties assigned to Assistant Professor. Lab Technicians may be engaged on other exam related work during Exam days by CoE.
- iv. No remuneration shall be paid for invigilation and other exam related duties.

[Signature]

- v. Reserve duties may be taken into account as invigilation duty.

Agenda Item 17.9

Subject: Format of Mid-Term and End Semester Exam question papers.

The Council considered the agenda and noted the views expressed by some faculty members on the format & structure of Mid-Term and End-Term Question Papers. The Council also noted the weightage of Mid-Term Exam/ Internal and End Semester Exams prescribed in the Exam Regulations of NIFTEM.

After due deliberation of the matter the Council has taken the following decisions

- 1) For B.Tech and M.Tech programmes the existing format & structure of Question Paper shall continue for Mid-Term and End Semester Exams.
- 2) For Ph.D. programme the existing format of Question Paper for compulsory courses shall continue to be the same. However for Major/Minor courses the subject faculty may prescribe any other format depending upon the requirement of the courses with the approval of HoD concerned.
- 3) For MBA programme the existing format of Question Paper in the Odd Semester 2018-19 may continue to be the same. However, from next semester and onwards the D/o FBMED may prescribe a suitable format and place the same before the Council for its consideration & approval well before commencement of Even Semester 2018-19.
- 4) The Council further suggested that in conduction of practical exams an external expert is required to be associated as per UGC regulations. This may be examined by Academic Department of the Institute and proper guidelines in this regard may be prepared & placed before the Council for consideration and approval, so that the same could be implemented from Even Semester 2018-19. For the current semester the existing system may continue.

Agenda Item 17.10

Subject: Proposal to introduce Re-Evaluation of Answer Books of End Semester Exams (Theory) - reg.

The Council considered the agenda and noted that the Academic & Exam Regulations of NIFTEM as approved by Academic Council from time to time provide for re-checking of answer Books for totaling errors and/ or non-evaluated answers. However, there is no provision for re-evaluation of answer Books in these regulations and are now proposed to be introduced.

The Council also noted that other Universities/ Institutions have provision for re-evaluation in their regulations. In order to provide an opportunity to students to get their Answer Books re-evaluated if and when they have any doubt in this regard, the Council after detailed deliberation of the draft re-evaluation policy placed before it has decided as under:

1. The existing provision for re-checking of Answer Books for totaling error(s) and/or un-evaluated answers shall continue. Totaling errors may be checked & rectified by CoE. Unevaluated Answers may be evaluated by concerned internal subject faculty & result revised accordingly.
2. The system of Re-evaluation of Answer Books of End-Semester Exam (Theory Papers) be introduced from Odd Semester 2018-19 on following terms and conditions.



- a. Re-evaluation shall be permissible only for End Semester Exam Theory paper.
- b. Upto 25% of theory subjects in which the students have appeared in Exam of the semester shall be considered for re-evaluation.
- c. A non-refundable fee of Rs. 2000/- per subject shall be charged from the concerned student
- d. Application for re-evaluation to be submitted to CoE with fee deposit receipt within 15days from the date of declaration of result in the prescribed proforma.
- e. The external Experts shall be nominated by HoD concerned for re-evaluation of Answer Books. CoE will send the Answer Book(s) and Question Paper to 1st Re- Evaluator for evaluation by post/courier.
- f. If Marks awarded by 1st Re-Evaluator varies from the original award upto and including -5% of the original marks, the original marks shall stand and no change will be made. However if the marks awarded by 1st Re-evaluator varies from the original Award upto and including +5% of the original marks the benefit may be given to the student(s) if it changes the result status.
- g. If the marks awarded by the 1st re-evaluator varies from the original marks upto and including $\pm 10\%$ of the original marks (beyond $\pm 5\%$), the average of marks of original evaluator & the 1st re-evaluator will be taken into account & reflected in the revised result status.
- h. If the award of Marks of the 1st re-evaluation varies from the original marks by more than $\pm 10\%$ of the original marks, the Answer script shall be sent to 2nd re-evaluator and the average of two nearest awards out of the three awards thus available (including the original awards) shall be taken as final and result revised.
- i. The student applying for re-evaluation has to surrender his/her results of original performance & will accept change in result which may be as under:
 - There can be no change
 - There can be increase in marks
 - There can be decrease in marks.

The process of re-evaluation outlined in para 2 above shall be monitored by an Examination Re-evaluation Committee consisting of the following:

(i)	Dean (A)	:	Chairman
(ii)	Dean (PG)	:	Member
(iii)	Dean (SW)	:	Member
(iv)	CoE	:	Member Secretary

These rules shall be notified for information of all concerned in partial modification of UG/PG Academic & Exam Regulations.

Agenda Item 17.11

Subject: Setting up of various Committees/ Cells/ Procedures etc. as per requirement of NAAC.

The Council considered the agenda and noted that as per requirement of NAAC, the Institute has formulated 23 policy guidelines for setting up of various committees/cells/procedures and placed

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9
them before the Board of Management in its 27th meeting held on 12.06.2018 without placing them before Academic Council, since no meeting of Academic Council was convened & the matter was urgent. The Council also noted that 17 documents out of 23 approved by the Board have been notified & remaining seven documents are being reviewed to ensure that there is no infirmity or error. The Council also noted that one more policy document related to setting up of Women Cell and Internal Complaint Committee for prevention, prohibition and redressal of sexual harassment of Women Employees and students have been notified after obtaining approval of the Board. Meeting held on 27.09.2018.

The Council perused all the 18 notified documents placed with the Agenda and 7 documents yet to be notified and noted the contents thereof. The notifications of remaining 7 documents may also be expedited so that requirement of NAAC is fully complied with.

Agenda Item 17.12

Subject: Policy to deal with Mass Bunk by Students

The Council considered the agenda and approved the policy of Mass absence by students in the classes as under:

- I. If less than 10% students are present in a class and a majority of those absenting have not taken prior permission, this will be treated as a case of "Mass absence".
- II. The following steps shall be taken to check such mass absence. If students are absent with the permission of mentor(s) the absence may not be treated as Mass absence.
 - (a) The subject teacher shall teach the class, even if there is only one student and the portion covered on that day shall not be repeated.
 - (c) Out of five marks for attendance, one mark shall be deducted from the marks awarded to the students based on the % of attendance for each mass absence.
 - (d) A letter shall be sent to the parents of all the students of mass absence from the class by Dean (SW) on receiving the position from mentor(s)/ HoDs.
- III. Teachers shall try to identify and report students who have asked others to go on mass bunk. Disciplinary proceedings shall be initiated against such students.
- IV. Dean (SW) to include the above policy in their guidelines.

Agenda Item 17.13

Subject: Change of credit of Biochemistry and Food Chemistry.

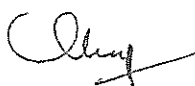
The Academic Council considered the agenda and noted changes in the credit structure of Biochemistry & Food Chemistry as mentioned below:

- Biochemistry from 3-0-2=4 to 2-0-2=3
- Food Chemistry from 2-0-2=3 to 3-0-2=4

Agenda Item 17.14

Subject: Course Structure of Ph.D. Programme

The Council considered the Agenda and noted that the Ph.D. guidelines have been revised in accordance with UGC Regulations with the approval of the Board of Management. In



accordance with revised Ph.D. guidelines courses are to be designed to meet the requirement of course credits from 08 to 16. Accordingly the following course structure has been proposed:

Semester I	Course I: Research Methodology (Compulsory)	Offered as common course
	Course II: Major course	The Department concerned shall offer the course based on the requirement of scholars. IF required, a scholar can opt for major course of another Department which will be treated as minor course for him/her.
	Course III: Seminar	Compulsory for all Scholars
Semester II	Course I: Statistical methods (Compulsory)	Offered as common course
	Course II: optional course	The scholar can select any course from his/her own department or from other department(s)
	Course III: Seminar	Compulsory for all scholars

Ph.D scholar shall make presentation at the end of each semester. A slot for Ph.D. presentation may be provided in Academic Calendar of each Semester.

The Council considered the agenda and after detailed deliberation approved the same. The above course structure may be notified in partial modification of Ph.D. guidelines 2018.

The Council further directed that Pert Chart should be prepared for evaluation. The New Evaluation formats being designed by Dean (PG) for monitoring progress of research by Ph.D. scholars may be placed before the Council in its next meeting for consideration and approval of the Council.

Agenda Item 17.15

Subject: Reporting Items:

- Correction of typographical error in subject code of FST 212 to BAS 213 approved in 8th meeting of Academic Council
- Request of Mr. Tanmoy Bag and Mr. Atul chaudhary for late I-campus registration

The Council considered the agenda and taken note of the same as indicated below:

1. Course name changed from FST- 212 to BAS -213 for Food Chemistry course.
2. Late registration of two students namely, Sh. Tanmoy Bag in MBA 2nd Semester and Sh. Atul Chaudhary in B.Tech 7th Semester in I-Campus on compassionate grounds keeping in view their career.

Agenda Item 17.16

Subject: Any other items with the approval of the Chair.

Nil

The meeting ended with a vote of Thanks to Chair





NATIONAL INSTITUTE OF FOOD TECHNOLOGY ENTREPRENEURSHIP AND MANAGEMENT

Kundli, Sonapat, Haryana

Department of Food Business Management and Entrepreneurship Development

Date: 5th July 2018

Minutes of 9th Meeting of Board of Studies

The 9th Meeting of Board of Studies of Department of Food Business Management and Entrepreneurship Development (FBM&ED) was held on 5th July 2018 at 03:30pm in the Activity Room of MBA Block, NIFTEM, Kundli, Sonapat.

Following were present in the meeting:

1. Dr. Sanjay Bhayana, Associate Professor, FBM&ED Dept., NIFTEM (Chairman)
2. Dr. Vimal Pant, Associate Professor, FBM&ED Dept., NIFTEM (Member)
3. Dr. Basanta K Sahu, Associate Professor, IIFT, New Delhi (Special Invitee Member)
4. Prof. Manjeet Aggarwal, HoD, BAS Dept., NIFTEM (Member)
5. Prof. M.P. Sahu, Professor, HoD, AES Dept., NIFTEM (Member)
6. Prof. Ashutosh Upadhyay, HoD, FST Dept., NIFTEM (Member)
7. Er. Anand Kishore, HoD Nominee, FE Dept., NIFTEM (Member)
8. Ms. Pratibha, Ph.D. Scholar, FBM&ED Dept., NIFTEM (Member)

Following members could not attend the meeting:

1. Dr. Sapna Arora, Assistant Professor, FBM&ED Dept., NIFTEM
2. Dr. R Prasanth Kumar, Assistant Professor, FBM&ED Dept., NIFTEM
3. Mr. P K Wadhvani, GM, Mother Dairy
4. Dr. Vibhava Srivastava, MDI, Gurugram
5. Student Representative, M.Tech. (FPOM)

Minutes of the Meeting

Agenda 9.1: To confirm the Minutes of 8th Meeting of Board of Studies held on 30th June 2017.

Board of Studies Noted and confirmed Minutes of Meeting of 8th BoS.

Agenda 9.2: Consideration of Action Taken Report in respect of the Minutes of the 8th Meeting of Board of Studies held on 30th June 2017.

The Board noted and confirmed the same.

Agenda 9.3: Consideration of PG AICTE - CBCS based Curriculum Structure for M.Tech. (FPOM)

The Board gave its consent on the proposed structure after due discussion.

Agenda 9.4: To Consider Curriculum Structure of MBA as per PG AICTE –Choice Base Credit System (CBCS) and review Syllabus of three Courses for 2017-19 batch.

The Board gave its consent on the proposed structure after due discussion with w.e.f. 2018-20 batch. Further, changes in title of following four courses and accordingly the revision in course contents:

S. No.	Earlier Course Name	Proposed Course Name
1.	MBA 105 Business Communication and Personality Development	MBA 105 Communication and Negotiation Skills
2.	MBA 204 Production and Operations Management	MBA 204 Operations Management
3.	FABM E9 Agricultural Finance	FABM PE9 Agribusiness Finance

In addition, the course contents for the following courses from the batch 2017-19/2018-20 has been revised by the concerned faculty and the Board gave its consent on the revised course contents after due discussion.

- i) MBA 301 Innovation and Entrepreneurship Development
- ii) FABM E1 Food Supply Chain Management
- iii) CC: MBA 103 Managerial Economics

Agenda 9.5: Consideration of AICTE - CBCS based Curriculum Structure for Ph.D.

The Board gave its consent on the revised structure as per CBCS after due discussions as was approved by the Board. However, consequent upon notification of PhD regulations (31-07-2018), the Curriculum Development Committee (CDC) again restructured the courses of PhD program at Department of Food Business Management and Entrepreneurship Development and circulated to Administrative Academic Committee (AAC) for its observations and same has been incorporated.

Owing to time paucity for meeting call, the email has been sent to all the members of BoS.

Agenda 9.6: End Term Examination Question Papers Setting and Answer Sheet Evaluation of MBA

The Board unanimously approved the proposal for setting of MBA End Semester Question Papers by External Examiners (other than those taking the course), similar to the practice adopted by NIFTEM for other programs.

Agenda 9.7: Approval of Course Outcomes for all existing and proposed courses of the Department.

All the course outcomes for M.Tech. (FPOM), MBA and PhD courses were duly approved by the Board.

Agenda 9.8: To discuss any other point raised by the Board.

No other point was raised by any member of the Board.

Agenda 9.3

Agenda 9.3: To Consider Curriculum Structure of M.Tech. (FPOM) as per PG AICTE
–Choice Base Credit System (CBCS)

Board has noted and recommended the same to Academic Council.

Agenda 9.3.1: Post Facto approval for offering one General Elective for M.Tech. FPOM
Program

Consideration of one General Elective as per BoS approval two General Electives had been recommended by CDC and same was approved in BoS. Further it come to notice that only one elective should be given and same has been put up before competent authority. The post facto approval is required from Academic Council

Annexure 9.3A

PG AICTE - CBCS based Curriculum Structure
of
M.Tech. (FPOM) Course Curriculum
(Food Plant Operations Management)



Department of Food Business Management & Entrepreneurship Development (FBM&ED)
**NATIONAL INSTITUTE OF FOOD TECHNOLOGY ENTREPRENEURSHIP AND
MANAGEMENT**
Kundli, Sonapat

2018

Department of Food Business Management & Entrepreneurship
Development (FBM&ED)
CBCS based M.Tech. (FPOM) Course Curriculum

SEMESTER-I

Course Type/Code	Subject	L T P	Credits
DSE	FBM 511 Business Strategy	3 0 0	3
AECC	FBM 512 Management Process and Organisational Behaviour	3 0 0	3
CC	FBM 515 Marketing Management	3 0 0	3
CC	FBM 516 Food Supply Chain Management	3 0 0	3
GE	Select from other department's GEs (Suggested: FST 513 Food Regulations & Safety Management)	3 0 0	3
GE	Select from other department's GEs (Suggested: ENG 558 Advanced Food Packaging)	3 0 0	3
AECC	FBM 514 Research and Business Analytics	3 0 0	3
AECC	FBM 517 Status Paper and Seminar	0 0 2	1
SEC	FBM 513 Entrepreneurship Development	2 0 0	2
CC	FBM 519 Research Project	0 0 2	1
	Total	23/0/4	25

SEMESTER-II

Course Type/Code	Subject	L T P	Credits
CC	FBM 521 Inventory Management	3 0 0	3
DSE	FBM 522 Food Plant Operations Management	3 0 0	3
CC	FBM 524 Total Quality Management	3 0 0	3
GE	Select from other department's GEs (To be suggested by the Department)	3 0 0	3
GE	Select from other department's GEs (To be suggested by the Department)	3 0 0	3
AECC	FBM 523 Project Finance	3 0 0	3
AECC	FBM 525 Communication and Negotiation Skills	2 0 0	2
AECC	FBM 526 Status Paper and Seminar	0 0 2	1
SEC	FBM 527 Operation Research	2 0 0	2
CC	FBM 529 Research Project	0 0 2	1
	Total	22/0/4	24

SEMESTER-III

Course Type/Code	Subject	L T P	Credits
SEC	MOOC*	2 0 0	2
AECC	Industry Internship	0 0 30	15
CC	FBM 539 Research Project	0 0 6	3
NC	Comprehensive Written	-	-
	Total	2/0/36	20

SEMESTER-IV

Course Type/Code	Subject	L T P	Credits
MOOC	MOOC*	2 0 0	2
CC	FBM 549 Research Project	0 0 30	15
	Total	2/0/30	17

*Student will select from provided list of MOOC courses by Deptt. of FBMED

Legends

CBCS - Choice Based Credit System

GE- Generic Elective (unrelated discipline/subject)

AECC- Ability Enhancement Compulsory Courses

DSE-Discipline Specific Elective

SEC -Skill Enhancement Courses

OL/OE- Open Learning/Electives

PE- Professional Electives

Deptt. of FBMED Total Credits: 25+24+20+17 = 86

OL/OE Online Management Courses available at IIM Bangalore website https://www.edx.org/school/iimbx	
FBM OE1	Digital Marketing
FBM OE2	Ecommerce
FBM OE3	Project management
FBM OE4	Business Leadership
FBM OE5	People Management for Entrepreneurs
FBM OE6	International Business Environment
FBM OE7	Strategic Management
FBM OE8	Customer Relationship Management

DSE: FBM 511 Business Strategy

Semester – I

3-0-0=3

Unit- I

Introduction, Strategic Management, Business Policy, Corporate Strategy, Basic Concept of Strategic Management, Mission, Vision, Objectives, Impact of globalization, Basic Model of Strategic Management, Strategic Decision Making, Impact of Internet and E-Commerce, Role of Strategic Management in Marketing, Finance, HR and Global Competitiveness.

Unit-II

Environmental Scanning, Industry Analysis, Competitive Intelligence ETOP Study, OCP, SAP Scanning, Corporate Analysis, Resource based approach, Value-Chain Approach, Scanning Functional Resources, Strategic Budget and Audit.

Unit- III

SWOT Analysis, TOWS Matrix, Various Corporate Strategies: Growth/Expansion, Diversification, Stability, Retrenchment & Combination Strategy. Process of Strategic Planning, Stages of corporate development, Corporate Restructuring, Mergers & Acquisitions

Unit-IV

Strategic Alliances, Portfolio Analysis, Corporate Parenting, Functional Strategy. BCG Model, Porters Model: 5Force and Porters Diamond Model, Strategic

Unit-V

Strategy Implementation through structure, through Human Resource Management: through values and ethics. McKinsey's 7S Model, Organization Life Cycle, Management and Control, Activity based Costing, Strategic Information System. Case study related to entire syllabus

Suggested Readings

1. Lawrence R.Jauch., Glueck William F. - Business Policy and Strategic Management (Frank Brothers)
2. Wheelen Thomas L., Hunger J. David and Rangarajan Krish - Concepts in Strategic Management and Business Policy (Pearson Education, 1st Ed.)
3. Thomson - Strategic Management: Concepts and Cases (Tata McGraw Hill)
4. Cliff Bowman - Business Policy and Strategy (Prentice Hall of India)
5. Mc Carthy D.J., Minichiello Robert J., and Curran J.R. - Business Policy and Strategy (AITBS)

Course Outcome

1. Able to understand the business situations and can have a role play leader role.
2. Understand differences among global economies, institutions, and cultures and the implications of these on global management.
3. Understand the process through which strategic decisions are formulated and implemented.
4. Can address questions related to the creation or reinforcement of competitive

advantage.

5. Analytical and problem-solving skills in decision making in real life situations.

AECC: FBM 512 Management Process and Organisational Behaviour

Semester – I

3-0-0=3

Unit -I

Concept, Nature, Scope and Functions of Management; Levels of Management; management Vs administration, process, skills and roles of a manager, Social responsibility of Business. Evolution of Management Thought-System & Contingency Approach.

Unit -II

Planning: Meaning, Significance, Types, process; Organizing-concept, types, Delegation of Authority, Organization Design & Structure

Unit -III

Decision Making- Concept, process, Types of decisions; Management by Objectives; Bounded Rationality. Communication- meaning, process; Motivation, Leadership. Controlling- Nature and Process of Control, Control Techniques.

Unit-IV

Individual Behaviour: Perception and Attribution: Concept of attitude; formation of attitude; factors determine formation of attitude, attitude measurement; attitude change. Definition and meaning of perception; perceptual process; factors influencing perception. Group Dynamics : The concept of groups, kinds and functions of groups, formal and informal groups, group cohesiveness, transactional analysis.

Unit -V

Conflict and Change: Meaning and Process of conflict; causes, sources, consequences of conflict; conflict resolution strategies. Kind of change; Identification of the problem and implementation of change: resistance to change; overcoming resistance to change.

Suggested Readings

1. Robbins and Coulter, Management; Prentice Hall of India
2. Robert Kreitner, Management Theory and Applications; Cengage
3. Ricky W. Griffin, Management; Biztantra
4. Richard Daft, Principles of Management; Cengage Learning
5. Dr. Neeru Vashishth, Principles of Management; Taxman's
6. Luthans Fred- Organizational Behaviour, Tata McGraw Hill
7. Robbins Stephen P. - Organizational Behaviour, Pearson Education, 12th Edition

Course Outcome

1. Observe and evaluate the influence of historical forces on the current practice of management.

2. Understand the key competencies needed to be an effective manager.
3. Awareness of the centrality of organisational behaviour to understanding organisational functioning, focusing particularly on the individual and group/team level.
4. Understanding of how models, theories and concepts about organisational behaviour can be used in practice in different workplaces across different regions of the world.
5. Improve the ability to interact with and manage people & design effective organisations.

CC: FBM 515 Marketing Management

Semester – I

3-0-0=3

UNIT -I

Introduction: Marketing Concepts-Evolution of Marketing (Marketing Orientation), Agricultural Marketing & APMC, Marketing of Processed & Packaged Food Products.

UNIT-II

Product -Meaning, Levels and Features; Quality Attributes of Food Products, Consumer Decision Making Process; Product Mix, New Product Development Process, Product Life Cycle.

Service- Definition, Characteristics & Classification.

UNIT-III

Product Pricing - Pricing Methods and Strategies, Factors affecting Price Determination.

Business Marketing - Segmentation Targeting & Positioning (STP).

Promotion Decisions - promotion mix, advertising, sales promotion, publicity and personal selling. Channel management - selection, co-operation and conflict management. Channel management decisions: Retailing and Wholesaling

UNIT-IV

Introduction to Rural Market - Size, Nature & Scope.

Rural Market Environment- Demographics, Population, Occupation Pattern, Literacy, Income.

Rural Consumer Behaviour and Factors affecting Rural Consumer Behaviour; Expenditure Pattern on Food & Non-food items,

Relevance of Marketing Mix for Rural market/Consumers,

Pricing strategy in Rural Marketing, Rural advertising and Channels of Rural Distribution- HAATS, Public Distribution System

UNIT-V

Emerging issues in marketing - Globalisation, Consumerism, Green marketing, Event Marketing, Digital Marketing and its implication for food products marketing.

Suggested Readings

1. Kotler, Philip Marketing Management
2. Stanton, William J. Fundamentals of Marketing
3. Enis, B.M. Marketing Classics: A Selection of Influential Articles, New York, McGraw Hill, 1991.
4. Kotler, Philip and Armstrong, G. Principles of Marketing. New Delhi, Prentice Hall of India, 1997.

5. Kotler, Philip. Marketing Management: Analysis, Planning, Implementation and Control, New Delhi, Prentice Hall of India, 1994.

Course Outcome

1. Understand core concepts of marketing and the role of marketing in business and society
2. Develop ability to understand and develop the marketing mix for an organisation
3. Analyse the relevance of marketing concepts and theories in evaluating the impacts of environmental changes on marketing planning, strategies and practices.
4. Knowledge of social, legal, ethical and technological forces on marketing decision-making.
5. Ability to collect, process, and analyze consumer data to make informed marketing decisions.

CC: FBM 516 Food Supply Chain Management

Semester – I

3-0-0=3

Unit -I

Introduction and overview of supply chain management, agriculture and food supply chain management, supply chain as a source of competitive advantage, performance measurement in agri-food supply chains.

Unit -II

Risk and Uncertainty: Types and sources of risk in agricultural & food supply chain, managing risk and uncertainty, FMEA, method for coping with bullwhip effect, supply chain integration, push vs. pull systems.

Managing Inventories and Coordination: Inventory management, types of inventory, inventory management, economic order quantity (EOQ), inventory classification and control – ABC Analysis.

Unit -III

Logistics & Strategic Alliances: Inbound and outbound logistics, 3rd/4th Party Logistics (3PL/4PL), cross docking, retailer-supplier partnerships, buyer vendor coordination, procurement, vendor development and evaluation-factor rating method.

Outbound logistics: Designing supply chain network, system view of logistics-coordination and management of transportation, inter model transportation and third party transportation services, characteristics of different transportation services, distribution strategies.

Unit-IV

Procurement & Outsourcing Strategies: Buy-make decision, procurement strategy, framework of e-Procurement

Unit -V

Strategic considerations for supply chain, Porter's industry analysis and value-chain models, Reverse Logistics.

Suggested Readings

1. Chopra, S, and P. Meindl (2004), "Supply Chain Management – Strategy, Planning and Operation", Pearson Education.
2. Raghuram, G. and N. Rangaraj (2000), "Logistics and Supply Chain Management: Cases and Concepts", Macmillan, New Delhi.
3. Simchi-Levi, D., P. Kaminski and E. Simchi-Levi (2003), "Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies", 2nd Edition, Irwin, McGraw-Hill.

4. Shapiro, J.(2001), "Modelling the Supply Chain", Duxbury Thomson Learning.

Course Outcome

1. Understanding of supply chain management principles and strategies.
2. Understand challenges of transportation and logistics from supplier and retailer's perspective.
3. Gives an understanding to manage and control inventory for both vendor and retailer
4. Enhance the application of procurement, order management, customer relationship management in retail.
5. Students can have a greater depth by traversing a supply chain from the end-customer viewpoint.

Semester – I

3-0-0=3



(Suggested FST 513 Food Regulations and Food Safety Management)

Semester – I

3-0-0=3



(Suggested ENG 558 Advanced Food Packaging)

AECC: FBM 514 Research and Business Analytics

Semester – I

3-0-0=3

Unit-I

Introduction: Nature and objective of research, criteria of good research, scientific approach to research, limitations of applying scientific methods, Ethical issues in research, Research process, Identification and formulation of a research problem, Steps involved in preparing research proposal. Research Design: exploratory, descriptive, and experimental Importance of Business Statistics in Management and Research process.

Unit-II

Probability: Introduction to Probability, Rules of Probability, Baye's Theorem, Random Variable and expected value.

Probability Distribution: Continuous Probability Distributions (Normal Distribution), Discrete Probability Distributions (Binomial and Poisson distribution).

Unit-III

Linear Correlation and Regression Analysis: Linear Correlation Analysis: Scatter Plot, Covariance, Pearson's and Spearman's Correlation Coefficient, Probable Error. Regression Analysis: Construct Scatter Plot to identify model, Fit Line to sample data. Regression Assumptions, Properties (mathematical).

Unit-IV

Hypothesis testing: Null and alternate hypotheses; Types of errors, Level of significance, Power of a test. Simple linear regression: Coefficient of determination, Significance tests, Residual analysis, Confidence and Prediction intervals Multiple linear regression: Coefficient of multiple coefficient of determination, Interpretation of regression coefficients, Categorical variables, heteroscedasticity, Multi-collinearity, outliers, Autoregression and Transformation of variables. Forecasting: Moving average, Exponential smoothing, Trend, Cyclical and seasonality components, Factor analysis.

Unit-V

ANOVA: One-way and two-way classification. Six Sigma as a problem-solving methodology, DMAIC and DMADV methodology, Six Sigma Tool Box: Seven quality tools, Quality function deployment (QFD), SIPOC, Statistical process control. Exposure to the software package (SPSS, E-view)

Suggested Readings

1. Business Statistics using Excel, Glyn Davis & Branko Pecar, Oxford University Press.
2. Statistics For Management, 7/E: Levin & Rubin, Pearson.

3. Statistics for Managers: Using Microsoft Excel:- David M. Levine, David Stephan, Timothy C. Krehbiel and mark L. Bernson; PHI.
4. Complete Business Statistics, 6/E-Amir D. Aczel and Jayavel Souderpandian; Tata McGraw-Hill publication.

Course Outcome

1. Demonstrate knowledge of big data analytics.
2. Evaluate the key concepts of business analytics and assess the results generated to deliver positive outcomes
3. Outline the relationship of the business analytics process within the organization's decision-making process
4. Analyse business data an interpretation of results an implications.
5. Examine and apply appropriate business analytic techniques and methods, to inform responsive, evidence-based decision-making to improve performance

AECC: FBM 517 Status Paper and Seminar

Semester – I

0-0-2=1

~~Internal and External~~

SEC: FBM 513 Entrepreneurship Development**Semester – I****2-0-0=2****Unit-I**

Significance of Entrepreneur & Entrepreneurship Development in Economic Development; Characteristics, qualities and pre-requisite of entrepreneur; new generation of entrepreneurship vs social entrepreneurship, women entrepreneurship, tourism entrepreneurship, contemporary issues in family business.

Unit-II

Methods and procedures to start and expand one's own business; environmental factors affecting success of a new business; reasons for the failure and problems for new business.

Unit-III

Preparation of Feasibility Reports; Project Reports; Market Potential Measurement, Economic, Technical, Financial, Marketing and Managerial Feasibility of Project, Preparation of Detailed Project Report..

Unit-IV

Pitching, Elevator pitching, Angel investors, venture capital funds, Incubators and its roles, Student start up, technopreneurs, social entrepreneurs and it's distinct advantage, Working capital estimation, policy & programmes and agencies promoting entrepreneurship –KVIC, NABARD, NSIC, SIDBI, EDII, NIESBUD, DIC etc.

Unit-V

Legal issues, environmental clearance, quality standards, government stores purchase schemes (e-tender process), exemption from income tax, industrial parks & food park.

Suggested Readings

1. S.S Nadkarni Development New Entrepreneurs, EDLI, Ahmedabad.
2. N.P. Singh : Entrepreneur V S. Entrepreneurship Asian Society for ED.
3. Desai Vasant- Dyanamics of Entrepreneurial Development and Management. HPH.
4. Khannka S. S, "Entrepreneurial Development", S. Chand and Co., New Delhi.
5. Ahuja B.N, "SSIs in India", Varma Brothers, New Delhi.

Course Outcome

1. Imbibe an entrepreneurial vision among students through in-depth discussion on various facets of entrepreneurship.
2. Enable students to conduct and analyse various types of feasibility studies.
3. Information on various Institutions and government programmes related to promotion of entrepreneurship.

4. Understand and design various components of Business Plan.
5. Knowledge about financial aspects of running a business.

CC: FBM 519 Research Project

Semester – I

0-0-2=1



CC: FBM 521 Inventory Management

Semester – II

3-0-0=3

Unit-I

Fundamental Principles of Inventory Management and Cost of Inventory, Understanding Lean Management Planning for Inventory Management, Inventory Performance Measurements and Inventory Turnover, Role of Inventory in the Logistics Process and Organization

Unit-II

Basic Inventory Models, Discrete Lot-Sizing Techniques, Basic Sizing Models and Decision Rules.

Independent Demand Inventory Systems, Dependent Demand Inventory System, Deterministic Inventory Models, Probabilistic Inventory Models. JIT Model and its importance in food processing industry.

Unit-III

Manufacturing Systems and Models Fundamental, Manufacturing Planning & Scheduling Fundamental, Shop Scheduling with High Product Mix, Heuristics-based Planning and Scheduling, Hands-on - Heuristics-based Planning and Scheduling.

Unit-IV

Finite Capacity Scheduling applications, trend and practical issues, Revision, Basic Simulation Modelling and Modelling Complex System. Hands-on-Simulation Modelling using Flexsim, Review of Basic Probability and Statistics, Simulation-based Scheduling, Hands-on-Simulation-based Scheduling System Emerging Techniques and Trends.

Unit-V

Overview of Enterprise Resource Planning (ERP) Solution, Excel Revisited, Sales Order Management, Capacity Management, Extended ERP System, Sourcing and Purchasing, ERP Solution Selection and Implementation, formalities related to bill of materials (BOM)
Material Management: Purchase, handling, distribution/allocation, Forecasting Technique: Time Series, Regression

Suggested Readings

1. William J. Stevenson (2011), Operations Management.
2. Andrew Greasley (2007), Operations Management.
3. Scott T. Young (2009), Essentials of Operations Management.
4. Paul R. Dittmer, J. Desmond Keefe (2008), Principles of Food, Beverage, and Labor Cost Controls.

Course Outcome

1. Comprehend the dynamics of inventory management's principles, concepts, and techniques as they relate to the entire supply chain (customer demand, distribution, and product transformation processes),
2. Understand the methods used by organizations to obtain the right quantities of stock or inventory.
3. Describe the functions and costs of an inventory system.
4. Understanding of inventory management and control practices.
5. Application of different methods and practices to address inventory management problems.

DSE: FBM 522 Food Plant Operations Management

Semester – II

3-0-0=3

Unit –I

Nature, Evolution and scope of Production and Operations management, production system and its sub-systems in the context of food industry, production and operations function and its relations to other management functions of an organization.

Facility planning: facility location, determinants/factors affecting food plant location selection, factor rating method, facility design.

Unit–II

Work System Design: Process planning, methods study, production/manufacturing process types or methods, Facilities layout, Line Balancing, P-Q analysis for layout selection, types of layout- product layout, process layout, mixed layout, project layout; Work Measurement, Work sampling and its applications; Work Flow Systems: Pull and push systems, Cellular and FMS.

Unit –III

Food Processing/Manufacturing Planning and Control: Aggregate production planning, Master Production Scheduling (MPS), BoM, MRP-I & MRP-II, Shop Scheduling and Shop Floor Control.

Unit –IV

Food Plant Performance Measurement: plant capacity, efficiency and capacity utilization, overall equipment effectiveness (OEE), data envelopment analysis (DEA).

Quality Assurance and Control: Statistical process control, Forecasting.

Unit-V

Maintenance Planning and Management: Corrective, Preventive and Predictive maintenance, Replacement analysis, RCM and TPM.

Suggested Readings

1. William J. Stevenson (2011), Operations Management.
2. Andrew Greasley (2007), Operations Management.
3. Scott T. Young (2009), Essentials of Operations Management.
4. Paul R. Dittmer, J. Desmond Keefe (2008), Principles of Food, Beverage, and Labor Cost Controls.

Course Outcome

1. Understand the application of operations management policies, tools and techniques to

the manufacturing firms as well as service sector.

2. Acquaint with decision-making for effective and efficient purchase, storage and flow of materials in manufacturing and service organizations.
3. Ability to decision making in planning, scheduling, control and productivity improvement in production and operations function in manufacturing and service organizations
4. Understanding of the principles, concepts and functions of operations management – efficiency and effectiveness in operations by plant locations, basic layouts designing, work flow designing, aggregate planning, Materials Resource Planning (MRP), Master Production Schedule (MPS), quality management, inventory management, materials management & control, maintenance planning & management.
5. Understand the managerial responsibility for Operations, even when production is outsourced, or performed in regions far from corporate headquarters.

CC: FBM 524 Total Quality Management

Semester – II

3-0-0=3

Unit-I

Introduction to Quality Management: Definitions – TQM framework, benefits, awareness and obstacles. Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality. Introduction to theory of constraints

Unit-II

Principles And Philosophies of Quality Management, Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology. Total Productivity Management

Unit-III

Statistical Process Control And Process Capability, Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed. Process capability – meaning, significance and measurement – Six sigma concepts of process capability. Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve.

Unit IV

Total productive maintenance, Total productive maintenance (TMP) – relevance to TQM, Terotechnology. Business process re-engineering (BPR) – principles, applications, reengineering process, benefits and limitations.

Unit-V

Quality Systems Organizing And Implementation, Introduction to IS/ISO 9004:2000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward- Introduction to software quality.

Suggested Readings

1. Dale H.Besterfield (2004), “Total Quality Management”, Pearson Education, 3rd Edition
2. Shridhara Bhat K (2002), “Total Quality Management – Text and Cases”, Himalaya Publishing House, Latest Edition.
3. Jiju Antony; David Preece, Understanding, Managing and Implementing Quality: Frameworks, Techniques and Cases,Routledge
4. J.M. Juran ,Frank M. Gryna,Quality Planning and Analysis: From Product

Development Through Use,Mc-Graw Hills Frank M. Gryna, Quality Circles: A Team Approach To Problem Solving

Course Outcome

1. Understand business excellence models and be able assess organization's performance making reference to their criteria.
2. Understand the principles of total quality management and peculiarities of their implementation.
3. Be able to use quality management methods analyzing and solving problems of organization.
4. Understanding of prerequisites of evolution of total quality management and significance of quality gurus' works to the management of modern organizations.
5. Evaluate the principles of quality management and to explain how these principles can be applied within quality management systems.

Semester – II

3-0-0=3



(To be suggested by the Department)

Semester – II

3-0-0=3

Can be selected from other department also

(To be suggested by the Department)

AECC: FBM 523 Project Finance**Semester – II****3-0-0=3****Unit-I**

Introduction to MSMEs: Types of Enterprises; features; Project Identification and Feasibility Studies, Preliminary Screening, Analysis Market, Technical, Financial, Economic and Environmental Analysis.

Unit-II

New Enterprise cash flow - Estimation of cost of the project, cash flows and profits of new business; Estimation of working capital requirements.

Unit-III

New Enterprise Risk Analysis – Risks in project Financing - Risk Identification, Risk management, Risk Assessment, Risk and uncertainty in Capital budgeting

Unit-IV

Financial Assistance - Assessing financial needs - Government Schemes and Subsidies - Small Business Promoting Institutions: Institutional finance - Role of IFC, IDBI, ICICI, LIC, SFC, SIPCOT, and Commercial Bank - Appraisal of bank for loans. Institutional aids for entrepreneurship development - Role of DST, DICS, SIDCO, NSICS, IRCI, NIDC, SIDBI, SISI and SIPCOT.

Unit-V

Sources of finance - Sources Equity, Debentures and Term Loans from Financial Institutions; Lease and Hire Purchase Financing. Venture Capital Financing; Angel Investors; Private Equity; Raising Capital in international Markets.

Suggested Readings

1. Project Planning, Analysis, Selection, implementation and Review – Prasanna Chandra - Tata McGraw Hill
2. Dr. Vasant Desai, —Management of small scale industries, Himalaya Publishing House
3. Robert D. Hisrich, Michael P Peters and Dean A Sheperd, Entrepreneurship, Tata McGraw Hill
4. P C Jain, Handbook of New Entrepreneurs, Oxford University Press
5. Bhalla, V.K. Indian Financial System, Delhi, Anmol Pub. Pvt. Ltd.

Course Outcome

1. Apply specialised knowledge of traditional and contemporary costing methods and systems to diverse projects.

2. Utilise specialised economic evaluation techniques to determine and evaluate project feasibility.
3. Analyse, synthesise and communicate the financial context of projects and compare alternative funding schemes for project performance.
4. Critically analyse economic parameters to determine financial status within diverse organisations
5. Research and justify why and how contemporary financial management strategies are preferable according to the project context.

AECC: FBM 525 Communication and Negotiation Skills

Semester – II

2-0-0=2

Unit-I

Introduction: Definition and classification of communication, purpose of communication, process of communication, importance of communication in management, communication structure in organization, barriers & gateway in communication, 7 C's of communication, Impact of cross cultural communication.

Unit-II

Employment communication: Writing CVs & Application Letter, Group discussions, interview, types of interview, candidates preparation, Interviewers preparation; Impact of Technological Advancement on Business Communication; Communication networks, Intranet, Internet, teleconferencing, videoconferencing

Oral Communication: What is oral Communication, principles of successful oral communication, two sides of effective oral communication, effective listening, non-verbal communication, Body language, Paralanguage.

Unit-III

Written communication: Purpose of writing, pros & cons of written communication, clarity in writing, principles of effective writing, writing technique.

Business Letters and Reports: Introduction to business letters, Types of business letter. Layout of business letter, Reports: definition & purpose, types of business reports, reports writing.

Unit-IV

Group communication- Meetings: need, importance & planning of Meetings, drafting of notice, agenda, minutes & resolutions of Meeting, writing memorandum, press release, press conference, Business etiquettes – netiquettes, telephonic & table etiquettes.

Presentation Skills: What is a presentation: elements of presentation, designing a presentation, advanced visual support for business presentation, types of visual aid, appearance & posture, practicing delivery of presentation.

Unit-V

Negotiation: Nature, Characteristics, Strategy and Tactics of Distributive Bargaining, Strategy and Tactics of Integrative Negotiation, Strategy and Planning for Negotiation.

Best Practices in Negotiation – Fundamental Structure of negotiation and BATNA

International and Cross Cultural Negotiation: Context and Concept, Influence of Culture on Negotiation

Suggested Readings

1. Lesikar RV & Pettit Jr. JD – Basic Business Communication : Theory & Application (Tata Mc Grow Hill, 10th Edition).
2. Bisen & Priya – Business Communication (New Age International Publication)
3. Kalkar,Suryavanshi,Sengupta-Business Communication(Orient Blackswan)
4. P.D. Chaturvedi – Business Communication (Pearson Education, 3rd Edition 2006).
5. Sharma R.C., Mohan Krishna – Business : Correspondence and Report Writing (Tata McGraw Hill, 3rd Edition).

Course Outcome

1. Learn to apply proven principles of communication, persuasion and influence to ensure win-win outcomes with a more positive and confident approach.
2. Understand and draft business communication formats like writing of report, project, letter's and email in more effective way
3. Optimisation of pre-negotiation preparation to ensure improved outcomes
Understand, recognise and manage negotiation tactics and negative behaviours.
4. Students can learn to recognise different behavioural types and learn ways to relate better to others.
5. Understand and utilise key communication tools to improve influence on others by integrating combining and applying a range of value adding communication, persuasion and negotiation skills.

AECC: FBM 526 Status Paper and Seminar

Semester – II

0-0-2=1

Faculty Name and Signature

SEC: FBM 527 Operation Research

Semester – II

2-0-0=2

Unit-I

Process of Operations Research Modelling: Pre-modelling, modelling and Post modelling
 Classical Deterministic Models: mathematical representation of relationships, unconstrained optimization, optimization with constraints

Unit-II

Linear programming (LP): general structure of LP model, assumptions, and formulation of product mix problem. Linear programming solutions: graphical, simplex algorithm application for maximising and minimising problems, and duality in LP, sensitivity analysis.

Unit-III

Transportation models: statement of problems, minimising algorithm, methods for finding initial solution: north- west corner rule, Least Cost method, Vogel's approximation method (VAM); testing for optimality: modified –distribution method (MODI method), unbalanced supply and demand, degeneracy and its resolution, alternative optimal solutions, prohibited routes, maximisation of problem Assignment models: statement of problem, minimisation using Hungarian algorithm, resolve unbalancing, multiple optimal solution, and restrictions on assignments, maximisation case

Unit-IV

Replacement model: Individual replacement policy & group replacement policy. Game theory: introduction, two-person zero-sum and constant sum games, saddle point, nature as a player, two-person zero-sum games: mixed or randomised strategy equilibria, domination, and graphical solution

Unit-5

Project Network Models: introduction to network models, essential features of network approach, precedence relationship, project scheduling and resource leveling, incorporating probability and incorporating cost. Sequencing Model- concept, two machine and "N" job, three machine and "N" job.

Suggested Reading

1. Budnick F S et al- Principles of Operations Research for Management (Irwin, 1977)
2. Ackoff R L and Sasieni M W- Fundamentals of Operations Research (Wiley, 1968)
3. Churchman C W et al- Introduction to Operations Research (Wiley, 1957)
4. Curwins J and Slater R- Quantitative Methods for Business Decisions (Irwin, 1991)
5. Hillier F S- Introduction to Operations Research (Holden Day, 1987)

Course Outcome

1. Understand the different models used in decision sciences and its characteristics.
2. Formulate and solve the linear programming problems by using graphical and simplex methods.
3. Formulate and find out the optimal solution for transportation and assignment problems.
4. Able to design models in PERT and CPM for better decision making and improve critical thinking.
5. Implement and solve linear programming problems by using EXCEL Solver, TORA and LINDO software.

CC: FBM 529 Research Project

Semester – II

0-0-2=1

Research

CC: FBM 539 Research Project

Semester – III

0-0-6=3

Research

CC: FBM 549 Research Project

Semester – IV

0-0-30=15

Research

Agenda 9.4

Agenda 9.4: To Consider Curriculum Structure of MBA as per PG AICTE –Choice Base Credit System (CBCS) and review Syllabus of three Courses for 2017-19 batch.

The Board gave its consent on the proposed structure after due discussion with w.e.f. 2018-20 batch. Further, changes in title of following four courses and accordingly the revision in course contents:

S. No.	Earlier Course Name	Proposed Course Name
1.	MBA 105 Business Communication and Personality Development	MBA 105 Communication and Negotiation Skills
2.	MBA 204 Production and Operations Management	MBA 204 Operations Management
3.	FABM E9 Agricultural Finance	FABM PE9 Agribusiness Finance

In addition, the course contents for the following courses from the batch 2017-19/2018-20 has been revised by the concerned faculty and the Board gave its consent on the revised course contents after due discussion.

- i) MBA 301 Innovation and Entrepreneurship Development
- ii) FABM E1 Food Supply Chain Management
- iii) CC: MBA 103 Managerial Economics

Annexure 9.4A

MBA Programme
(Based on MBA-AICTE model Curriculum
& Credit Based Choice System)

With dual specializations

- (I) Compulsory: Food & Agri-Business Management
(II) Optional: One of Marketing/Finance/International Business



Department of Food Business Management & Entrepreneurship Development (FBM&ED)

**NATIONAL INSTITUTE OF FOOD TECHNOLOGY ENTREPRENEURSHIP AND
MANAGEMENT**
Kundli, Sonapat

2018

Category/ Types of Courses	Number	Total Credits
Core Courses (CC) : Semester-I (Year-1)	7	24
Core Courses (CC): Semester-II (Year-1)	7	25
Core Courses (CC): Semester-III (Year-2)	3	09
Core Courses (CC): Semester-IV (Year-2)	2	06
Total Core Courses	19	64
Generic Elective (Unrelated discipline or subject/ Alternative study credit activities) (Offered in Semester -III)	1	02
Professional Electives (PE): Semester-III (Industry Oriented Electives)	5	15
Professional Electives (PE): Semester-IV (Industry Oriented Electives)	5	15
Total Electives to Opt (Out of 33 electives including semester-III&IV)	12	32
Internship	1	4
Research Project	1	4
International Immersion Programme	1	Non-Credit
Grand Total	34	104*

*AICTE Requirements for MBA Programme = 102 Credits

Course structure shall be devised and revised by the appropriate authority as per the provisions of NIFTEM. The course structure includes core courses, professional elective courses, summer internship, research project, and international immersion programme. The detailed Course Structure and syllabus has been given in ANNEXTURE-1.

ANNEXURE-I

MBA Course Curriculum
(based on MBA-AICTE Model Curriculum
& Choice Based Credit System (CBCS))

MBA
Course Curriculum based on MBA-AICTE Model Curriculum
& Choice Based Credit System (CBCS)

Semester - 1					
Course Type/Code	Title	L	T	P	Credits
CC	MBA101 Management Process and Practices	3	-	-	3
CC	MBA102 Quantitative Techniques	4	-	-	4
CC	MBA103 Managerial Economics	3	-	-	3
CC	MBA104 Financial Accounting	3	-	-	3
AECC	MBA105 Business Communication & Negotiation Skills	4	-	-	4
CC	MBA106 Management Information System & Application of Software	4	-	-	4
CC	MBA107 Organizational Behaviour	3	-	-	3
Total	Seven (7)	24	0	0	24

Semester - 2					
Course Type/Code	Title	L	T	P	Credits
CC	MBA201 Marketing Management	3	-	-	3
CC	MBA202 Financial Management	3	-	-	3
CC	MBA203 International Business Management	4	-	-	4
CC	MBA204 Operations Management	4	-	-	4
CC	MBA205 Business Research Methods	3	-	-	3
CC	MBA206 Operations Research	4	-	-	4
CC	MBA207 Food and Agribusiness Environment & Policy	4	-	-	4
Total	Seven (7)	25	0	0	25

LEGENDS	
CBCS – Choice Based Credit System	DSE – Discipline Specific Elective
GE – Generic Elective (unrelated discipline / subject)	SEC – Skill Enhancement Courses
AECC – Ability Enhancement Compulsory Courses	OL/OE – Open Learning / Electives
	PE – Professional Electives

Semester – 3*					
Course Type/Code	Title	L	T	P	Credits
CC	MBA 301 Innovation and Entrepreneurship Development	3	-	-	3
CC	MBA 302 Human Resource Management	3	-	-	3
CC	MBA 303 Business Ethics & Human Values	3	-	-	3
DSE	MBA 304 Summer Internship Project, Presentation & Viva Voce	-	-	8	4
PE	Five Professional Electives (PE)	5×3	-	-	15
GE	AES VAP Village Adoption	-	-	4	2
Total	Ten (10)	24	0	12	30

Semester – 4*					
Course Type/Code	Title	L	T	P	Credits
CC	MBA 401 Corporate Strategy	3	-	-	3
CC	MBA 402 Corporate Governance	3	-	-	3
DSE	MBA 403 Research Project & Viva Voce	-	-	8	4
PE	Five Professional Electives (PE)	5×3	-	-	15
	Seven (7)	21	0	8	25

*In addition, a student is required to choose a combination of total 5 professional electives (on the pattern of 2+3 or 3+2) from both dual specializations subjects in each 3rd & 4th semester. For example, if a student select 2 PE from the compulsory specialization FABM (Food & Agri-Business Management) and 3 PE from Marketing (if select Marketing as second specialization) in 3rd semester then in the next 4th semester he/she will have to choose 3 PE from FABM and 2 PE from Marketing.

(Total Course Credits including both years approx= 104)

LEGENDS	
CBCS – Choice Bases Credit System	DSE – Discipline Specific Elective
GE – Generic Elective (unrelated discipline / subject)	SEC – Skill Enhancement Courses
AECC – Ability Enhancement Compulsory Courses	OL/OE – Open Learning / Electives
	PE – Professional Electives

Industry Oriented Professional Electives (PE) Courses* (Semester- 3 & 4)

Food & Agri-Business Management (Compulsory)					
Course Type/Code	Title	L	T	P	Credits
FABM PE1	Food Supply Chain Management	3	-	-	3
FABM PE2	Food Technology and Processing Management	3	-	-	3
FABM PE3	Management of Agricultural Input Marketing	3	-	-	3
FABM PE4	Seed Production Technology and Management	3	-	-	3
FABM PE5	Management of Agro Chemical Industry	3	-	-	3
FABM PE6	International Trade in Agri-Food Products	3	-	-	3
FABM PE7	Entrepreneurship Development in Food Processing	3	-	-	3
FABM PE8	Rural Marketing	3	-	-	3
FABM PE9	Agribusiness Finance	3	-	-	3

Marketing (Optional-I)					
Course Type/Code	Title	L	T	P	Credits
MKT PE1	Sales Management	3	-	-	3
MKT PE2	Digital Marketing	3	-	-	3
MKT PE3	Advertising Management	3	-	-	3
MKT PE4	Brand Management	3	-	-	3
MKT PE5	Retailing Management	3	-	-	3
MKT PE6	Integrated Marketing Communication	3	-	-	3
MKT PE7	Marketing Channel	3	-	-	3
MKT PE8	Service Marketing	3	-	-	3
MKT PE9	Consumer behaviour	3	-	-	3

Finance (Optional-II)					
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Course Type/Code	Title	L	T	P	Credits
FIN PE1	Security Analysis and Investment Management	3	-	-	3
FIN PE2	Management of Financial Services	3	-	-	3
FIN PE3	Bank Management & Insurance	3	-	-	3
FIN PE4	Carbon Finance	3	-	-	3
FIN PE5	International Financial Management	3	-	-	3
FIN PE6	Corporate Taxation	3	-	-	3
FIN PE7	Financial Derivatives	3	-	-	3
FIN PE8	Risk Management and Insurance	3	-	-	3

International Business (Optional-III)					
Course Type/Code	Title	L	T	P	Credits
IB PE1	International Business Environment	3	-	-	3
IB PE2	International Trade and Policy Framework	3	-	-	3
IB PE3	International Financial System	3	-	-	3
IB PE4	International Trade Practices, Procedures & Documentation	3	-	-	3
IB PE5	International Supply Chain Management and Logistics	3	-	-	3
IB PE6	International Advertising and Brand Management	3	-	-	3
IB PE7	International Marketing Research and Consumer Behaviour	3	-	-	3

*Minimum strength is required to opt

**COURSE CONTENTS &
COURSE OUTCOMES**

SEMESTER - 1: MBA-101 to MBA-107**CC: MBA 101 MANAGEMENT PROCESS AND PRACTICES [3 0 0]****Course Objectives**

The objective of this course is to help the students gain understanding of the functions and responsibilities of the manager, provide them tools and techniques to be used in the performance of the managerial job, and enable them to analyze and understand the environment of the organization.

Course Contents**Unit-I**

Introduction to Management: Definition and Nature of Management, Importance of Management, Scope of Management, Efficiency & Effectiveness, Management Functions, Managerial Roles and Skills.

Unit-II

Management Thought and Thinkers-Details: Scientific Management (F.W.Taylor, Gantt, Gilbreths.); Classical Organization Theory (Henry Fayol, C.I. Barnard, M.P. Follet, Max Weber); Neo-Classical Theory (Human Relations Movement & Hawthorne Experiments, Behavioural Theory, Social Systems Theory- Niklas Luhmann) Systems Approach; Contingency Approach

Unit-III

Decision Making- Phases, steps of Decision Making; Nature of managerial Decision Making and its Types; Conditions of Certainty, Risk and Uncertainty; Bounded rationality (Herbert Simon); Barriers to decision making; Individual and Group Decision making.

Unit-IV

Planning (its Nature Scope; Steps; Principles; Types of plans); SWOT analysis, Organizing -Types of organization structure, Departmentation, Span of Control, Authority & Responsibility, Delegation of Authority, Centralization and Decentralization of authority; Accountability; Line function and Staff; Work Division; Formal & Informal Organizations; Forms of Formal Organizational Structures.

Unit-V

Directing (Leading, Motivating and Communicating) and Controlling Function of Management Process of control, Directing (Leading, Motivating and Communicating) and Controlling Function of Management. Techniques of Control, Measuring Performance.

Course Outcomes

1. Demonstrate critical thinking when presented with managerial problems and express their views and opinions on managerial issues in an articulate way.
2. Practice the process of management's four functions: planning, organizing, leading, and controlling.

3. Demonstrate critical thinking when presented with managerial problems and express their views and opinions on managerial issues in an articulate way.
4. Understand the major internal features of a business system and the environment in which it operates.
5. Identify and evaluate social responsibility and ethical issues involved in business situations and logically articulate own position on such issues.

Recommended Textbook

1. Management Thought & Thinkers by R.N. Singh (Latest ed.)

OR

2. Essentials of Management by Koontz & Weilrich (Latest ed.)

Other Suggested Readings

1. James F.Stoner,et al : Management, Pearsons Education Delhi
2. Harold Koontz Heinz Weilrich: Management, Tata McGraw Hill Pub. Co., Delhi
3. R.N. Singh : Management Thouht & Thinkers, S.C.& Co., Delhi
4. S.K.Chakraborty : Management By Values, Oxford Univ. Press, Delhi
5. Amitai Etzioni : Modern Organizations, PHI, New Delhi

CC: MBA 102 QUANTITATIVE TECHNIQUES [4 0 0]**Course Objectives**

The objective of this course is to make the students learn about the applications of statistical tools and techniques in decision making. Students will be exposed to relevant software packages as part of the curriculum.

Course Contents**Unit-I**

Descriptive Statistics -Measure of Central Tendency; Measures of Dispersion: Range, Quartile Deviation, Mean Deviation, and Standard Deviation and Coefficient of Variation, Skewness and Kurtosis.

Unit-II

Index Numbers, Methods: Simple, Aggregate, Weighted (Laspeyer's and Paasche's indices and their comparison), Test of Adequacy.

Unit-III

Correlation Analysis: Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation. Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation.

Unit-IV

Time Series Analysis, Trend Variation, Least Square Fit, Seasonal Variation.

Unit-V

Theory of Probability, Addition and Multiplication Law, Baye's Theorem
Theoretical Distributions: Binomial, Poisson and Normal Distribution

Course Outcomes

1. Understanding role of quantitative techniques in business decision making.
2. Demonstrate the competence and confidence in using descriptive statistics.
3. Demonstrate the competence and confidence in correlation & time series analysis.
4. Understand and master the handling of data and employ proper analyses.
5. Understanding of theory of probability in the context of business decision making.

Recommended Textbook

1. Business Statistics: A first course by Levine (Latest ed.)

Other Suggested Readings

1. Heinz, Kohler, Statistics for Business & Economics, Harper Collins.
2. Hein, L.W., Quantitative Approach to Managerial Decisions, Prentics Hall.
3. Lawrence B. Morse, Statistics for Business & Economics, Harper Collins.
4. Levins, Krehbiel & Berenson, Business Statistics Pearson.
5. Levin & Rubin, Statistics for Management Prentice Hall.
6. Sancheti & Kapoor Business Mathematics Sultan Chand.

CC: MBA 103 MANAGERIAL ECONOMICS [3 0 0]

Course Objectives

The objective of this course is to familiarize the students with concepts and techniques used in Micro-Economic Theory and to develop their capability to apply these concepts and techniques in making decisions pertaining to different business situations. While conducting this course importance is given to the complexity of decision making process emanating from evolutionary changes that have occurred in the business firms over time.

Course Contents

Unit-I

Decisions of business firms under different objectives. Marginal analysis and its uses in the business decision making.

Unit-II

Theories of demand: indifference and revealed preference approach; income and distribution effects; demand functions and demand forecasting; Managerial Applications.

Unit-III

Production and Cost: The Production Function; Returns to Scale; Productivity Measurements; Constrained Optimization Approach to Developing Optimal Input Combination Relationships; Derivation of Cost Curves; Firm Size and Plant Size; Managerial Applications; Learning Curves; Economies of Scope.

Unit-IV

Managerial and Behavioural Theories of Firm: Sales maximization, growth maximization and satisfying theory of a firm.

Theory of Firm: profit maximization under different market structures; Pricing Strategies of firms; Cost plus Pricing; Pricing of Inputs; Applications. Decision Making under Risk and Uncertainty.

Unit-V

Functioning of an economy - introduction to macroeconomics & its importance in business. Macroeconomic problems - recession, inflation, unemployment, external volatility that influence business environment.

Macroeconomic policies - govt. expenditure, investment, savings, consumption, trade that influence decision making of business firms

Course Outcomes

1. Understanding of concepts and techniques used in Micro-Economic.
2. Understanding of how fundamental economic theory can be applied to decision making at micro and macro level.
3. Apply the consumer behavior theory in context of economics by understanding utility theory.

4. Understanding about the production theory and different cost of production and its effect in short run and long run.
5. Discuss the types of market structure i.e. perfect, monopoly, monopolistic and oligopoly and price determination under these market structure.

Recommended Textbook

1. Managerial Economics Principles and worldwide application by Dominic Salvatore (Latest ed.)

Other Suggested Readings

1. Allen, W. B., Doherty N. A., Weigelt, K., & Mansfield. E. (2009.). Managerial economics: theory, applications and cases (6th ed.). London: W. W. Norton & company.
2. Hirschey, M. (2009). Managerial economics: an integrative approach. New Delhi: Cengage Learning.
3. Koutsoyiannis, A. (2003). Modern micro economics (2nd ed.). New Delhi: Palgrave, McMillan.

CC: MBA 104 FINANCIAL ACCOUNTING [3 0 0]**Course Objectives**

The course is designed to provide a thorough understanding of the financial and management accounting techniques as an essential part of the decision- making process in the total business information system.

Course Contents**Unit-I**

Accounting in Business: Accounting for Decision Making– A Managerial Perspective, Financial Accounting and Management Accounting, Accounting as an information system, Indian Accounting standards, IFRS, Harmonization of Accounting Standards, Analyzing and recording business transactions.

Unit-II

Preparation of financial statements, Corporate Balance sheet.: Key terms, Contents and Format as per Schedule VI Part I of the Companies Act 1956

Depreciation Accounting and Inventory Valuation: Meaning and Methods of Depreciation, Management viewpoint, Depreciation methods employed by Indian companies, Inventory valuation, Methods of Inventory valuation, Inventory valuation policies of Indian Companies.

Unit-III

Analysis of Financial statements: Statement of Cash flows: Purpose and Importance, Classification of Cash Flows, Preparing a statement of cash flows, Significance, Techniques, Kinds of ratios, DuPont analysis; Cost Behaviour, Planning and Decision Making: Cost concepts for planning and control, Classification of cost terms used in planning, control and decision making, Components of total cost

Unit-IV

Cost Volume Profit and Break even analysis: Importance and assumptions, Contribution margin, Profit planning, Profit volume graph, Limitations; Relevant costing in managerial decisions: Make or buy, accepting a special order, Dropping a product line, Decision to eliminate unprofitable segments

Unit-V

Cost Control and Performance Evaluation: Responsibility accounting - Types of Responsibility centres: effectiveness and efficiency, Criteria for divisional performance measurement. Transfer pricing: Objectives, Transfer pricing methods, Examples Human Resource accounting.

Course Outcomes

1. Understanding of the financial and management accounting techniques as an essential part of the decision- making process in the total business information

system

2. Analysis of financial statements of companies based on annual reports.
3. Analyze the financial statements by using ratio analysis and comparative statements.
4. Understand fund flow & cash flow statements and its preparations.

Recommended Textbook

1. Management Accounting Text Problems and Cases by Khan & Jain (Latest ed.)

Other Suggested Readings

1. Anthony, R. N., Hawkins, F. D., & Merchant, K. A. (2006). Accounting: text and cases (12th ed.). New Delhi: Tata McGraw Hill.
2. Albrecht, W. S., Stice, D. J., Stice, E. K., Monte, R., & Swain, R .M. (2010). Accounting: concepts and applications (11th ed.). U.S.A: South Western.
3. Anthony, R. N. (2006). Accounting: text & cases (11th ed.). New Delhi: Tata McGraw Hill.
4. Belverd, E., Needles, Jr., & Powers, M. (2005). Principles of financial accounting (9th ed.). New York: Houghton Mifflin.

AECC: MBA 105 BUSINESS COMMUNICATION & NEGOTIATION SKILLS [4 0 0]

Course Objectives

The aim of the course is to develop skills and competencies in participants to be able to communicate effectively through the written and oral medium. Sensitivity towards cross cultural communication will be developed with familiarity with global business etiquette and protocols. The pedagogical focus of the course will be workshop based with emphasis on practice and skills development.

Course Contents

Unit-I

Conceptual Issues in communication: S-R model of Communication; Barriers and Facilitators in Communication. Aspects of Verbal and non verbal Communication.

Unit-II

Principles of Written Communication: 7 C.s of written communication. Deductive, Inductive & AIDA approach to writing business letters .Writing for: Inquiries, Claims, Invitations, Reservations and Orders .Refusal & Collection Letters. Sales Letters; Inter-office Memos; Resume Writing & Recommendation Letters.

Unit-III

Report Writing: Long & Short Business Reports and Business Proposal.
Making Effective Oral Presentations; Conducting Business Meetings& Effective Interviews:
Soft skills.

Unit-IV

Personality : Meaning & Concept, Personality Patterns, Symbols of Self, Moulding the Personality Pattern, Persistence & Change; Personality Determinants : An overview of Personality determinants. Evaluation of Personality: Sick Personalities and Healthy Personalities.

Unit-V

Negotiation: Negotiation Skills Practice through Role Plays in different Situations, Extempore, Mock interviews, Telephone Etiquettes Practice, Group Discussions, Group Presentations, Activities designed to highlight Leadership and Team Skills.

Course Outcomes

1. Learn to apply proven principles of effective communication, persuasion and influence to ensure win-win outcomes with a more positive and confident approach.
2. Understanding and effective business communication letters and writing of report,

- project and emails.
3. Improve the results of negotiations by following key principles and procedures.
 4. Optimisation of pre-negotiation preparation to ensure improved outcomes
Understand, recognise and manage negotiation tactics and negative behaviours.
 5. Recognise different behavioural types and learn ways to relate better to others.
 6. Understand and apply key communication tools to improve influence on others by integrating combining and applying a range of value adding communication, persuasion and negotiation skills.

Recommended Textbook

1. Art & Science of Business Communication by Chaturvedi & Chaturvedi (Latest ed.)

Other Suggested Readings

1. Dent, F. O., & Brent, M. (2006). *Influencing*. India: Palgrave Macmillan.
2. Kennedy, G. (2007). *Everything is negotiable*. Michigan: Prentice Hall.
3. Hogan, K. (2008). *The secret language of business: how to read anyone in 3 seconds or less*. New Jersey: John Wiley & Sons.
4. Lesikar, R. V., & Petit, J. D. (2007). *Business communication*. London (7th ed.). Homewood: Richard D. Irwin
5. Murphy, H. A., & Hildebrandt, W. (2007). *Effective business communications*. New Delhi: McGraw Hill.
6. Post, P., & Collins, P. P. (2005). *The etiquette advantage in business* (2nd ed.). New York: Harper Resource.

CC: MBA 106 MANAGEMENT INFORMATION SYSTEM & APPLICATION OF SOFTWARE [4 0 0]

Course Objective

This course will equip students with skills to analysis information requirements for managerial decision making.

Course Contents

Unit-I

Management Information System. The System Approach and System View of Business, Introduction to the Process of M.I.S. Development.

Unit-II

Management Information System Design - Defining the Problem, Set System Objectives, Determining information needs, sources, Development and selection of alternative design, Gross Design, Report.

Unit-III

Implementation of MIS: Stages of Implementation ; Evaluating the system , maintenance of the system, Technology monitoring, Emerging opportunity for global business.

Unit-IV

Information system for Decision Making, Basic Information System Related to Finance, Production, Marketing and Human Resources. MIS and Decision Making - Phases of Decision making process- Intelligence, Design & choice. Programmed V/s Non-Programmed Decisions. Expert System and Decision Support System.

Unit-V

Data Analysis Using Software: SPSS, SAS, E-Views etc.

Course Outcomes

1. Ability to analysis information requirements for managerial decision making
2. Interrelate how various support systems can be used for business decisions and to sustain competitive advantage.
3. Express the proven value of, and relationship between business data, data management, and business intelligence.
4. Understanding of the basic organization of computer, basic language programming, data base management, and data mining.
5. Combine analytical thinking, creativity and business-problem-solving as applied to ongoing MIS challenges, future trends, and relevant case studies.
6. Applications of software packages such as SPSS, SAS, E-Views for data analysis.

Recommended Textbook

1. Strategic Management of information system by Keri E Pearlson & Carol S saunders

(Latest ed.)

Other Suggested Readings

1. Management Information System, Launden & Launden, Pearson
2. Brien, James, Management Information System, Tata McGraw Hill, Delhi.
3. Jawadekar, Management Information Systems , TMH, N Delhi.
4. Brady, Cases in MIS , Thomson Learning, Bombay
5. Murdick & Ross, Management Information System, PHI, Delhi
6. Kanter, J., Management Information System, PHI, Delhi
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CC: MBA 107 ORGANIZATIONAL BEHAVIOUR [3 0 0]

Course Objective

The purpose of the course is to help students develop an understanding of the behavioural processes in organizations.

Course Contents

Unit-I

Behaviour: Concept, Nature, Characteristics, Relationship of OB with Other Fields.

Unit-II

Foundations of Individual Behaviour; Personality and Values; Learning, Attitudes and Job satisfaction.

Unit-III

Perception and Attribution: Concept, Nature, Process and Importance and applications; Emotions and Moods.

Unit-IV

Work Motivation; Group Dynamics & Team building: Stages of Group Development, Formal and Informal Groups, Group Processes and Decision Making, Dysfunctional Groups.

Leadership and Influence Process: Leadership: Concept, Function, Styles, Theories of Leadership-Trait, Behavioural and Situational Theories.

Unit-V

Organisational Change : Concept, Nature, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change; Stress: Understanding Stress and Its Consequences, Causes of Stress, Managing Stress; Organisational Culture : Concept, Characteristics, Implications of Organisation culture.

Course Outcomes

1. Understanding of the organisational functioning, focusing particularly on the individual and group/team level.
2. Understand how models, theories and concepts about organisational behaviour can be used in practice in different workplaces across different regions of the world.
3. Improve the ability to interact with and manage people.
4. Navigate conflict and make better organizational decisions.
5. Analysis and interpretation of organizational culture to create better place to work.

Recommended Textbook

1. Organizational Behavior by Robbins (Latest ed.)

Other Suggested Readings

1. McShane, L., & Gilnow, M. V. (2003). *Organizational behaviour* (2nd ed.). New Delhi: Tata McGraw-Hill.
2. Luthans, F. (2002). *Organizational behaviour* (9th ed.). New Delhi: Tata McGraw-Hill.
3. Pareek, U. (2007). *Understanding organizational behaviour*. New Delhi: Oxford University Press.
4. Robbins, S. P., & Judge, T.A. (2009). *Organizational behaviour* (13th ed.). New Delhi: Prentice- Hall of India.
5. Singh, K. (2009). *Organizational behaviour: Text and cases*. New Delhi: Pearson Education.

SEMESTER – 2: MBA-201 to MBA-207

CC: MBA 201 MARKETING MANAGEMENT [3 0 0]

Course Objectives

To introduce the students to the concepts, strategies and contemporary issues involved in the marketing of products and services. It also aims to make the students familiar with advanced research tools commonly used in marketing research.

Course Contents

Unit-I

Introduction to Marketing: Nature and Scope of Marketing, Marketing Concepts, Marketing Philosophies, Customer Value, Holistic Marketing.

Marketing Environment: Environmental monitoring, Understanding the impact of Macro and Micro environment on Marketing, Global Marketing.

Unit-II

Identifying and Selecting Markets: Consumer Buying Behaviour, Organizational Buying Behaviour, Market Segmentation, Targeting and Positioning, Marketing Research and Market Information.

Strategic Marketing Planning Process: Competitor analysis, Marketing Warfare Strategies, Marketing Planning Process.

Unit-III

Product Mix Strategies: Product, Planning and Development, Product Life Cycle, New Product development, Brands, Packaging and Labelling.

Developing Pricing Strategies: Setting Price, Factors influencing Price Determination

Channels of Distribution: Designing Distribution Channels, Managing Conflicts and Controls in Channels, Retailing, Wholesaling and Logistics

Unit-IV

Marketing Communication: Role of Promotion in Marketing, Integrated Marketing Communication, Determining Promotional Mix, Advertising, Sales Promotion Public Relations, Personal Selling and Sales Management.

Introduction to Marketing Research and Marketing Research Process, Marketing Tools and its Application, basics of Customer Relationship Management (CRM).

Unit-V

Introduction to Food and Agro Marketing, Analyzing Agricultural and Food Markets, APMC Act, Agricultural Prices Determination, Agricultural and Food Marketing Policy Mechanism, Marketing Institutions in Agricultural Markets, Market Power and Efficiency

and, Important Issues in Marketing of Certain Agricultural Commodities, Foodservice & Restaurant Marketing.

Course Outcomes

1. Understand core concepts of marketing and the role of marketing in business and society
2. Develop ability to understand and develop the marketing mix for an organisation
3. Analyse the relevance of marketing concepts and theories in evaluating the impacts of environmental changes on marketing planning, strategies and practices.
4. Knowledge of social, legal, ethical and technological forces on marketing decision-making.
5. Ability to collect, process, and analyze consumer data to make informed marketing decisions.

Recommended Textbook

1. Marketing Management: A South Asian Perspective by Kotler, P. (Latest ed.)

Other Suggested Readings

1. Marketing (14th ed.). New Delhi: Tata McGraw-Hill.
2. Etzel, M. J., Bruce, J. W., Stanton, W. J., & Pandit, A. (2010).
3. Kotler, P., Keller, K., Koshy, L., & Jha, M. (2009). Marketing management: a south Asian perspective (13th ed.). New Delhi: Pearson.

CC: MBA 202 FINANCIAL MANAGEMENT [3 0 0]

Course Objectives

The course is designed to provide an understanding of the essential elements of financial management and the financial environment in which the business firm operates. The paper will examine the objective of shareholder wealth maximization which encompasses much of modern corporate finance and its implication for decision making in the present context.

Course Contents

Unit-I

Financial Management: An Overview, The Basic Goal: Creating Shareholder Value, Agency Issues, Business Ethics and Social Responsibility, Time value of money concept. Strategic Investment Decisions: Capital Budgeting Decisions - Capital Budgeting: Process and Techniques - Payback period, Accounting rate of return, NPV, IRR, MIRR, Profitability index, Discounted payback period, Estimation of cash flows, NPV vs. IRR, Risk analysis in Capital Budgeting - Sensitivity analysis, Certainty Equivalent Approach, Calculation of RADR, Real options

Unit-II

Cost of Capital: Meaning and Concept, Calculation of WACC, The CAPM Approach, Adjusting cost of capital for risk. Strategic Financing Decisions: Capital Structure, Theories and Value of the firm -Net income approach, Net operating income approach, Traditional approach, Modigliani Miller model; Determining the optimal capital structure, Checklist for capital structure decisions.

Unit- III

Leverage analysis and EBIT-EPS Analysis: Concept of leverage, Types of leverage: Operating leverage, Financial leverage, Combined leverage; EBIT- EPS Analysis.

Unit- IV

Dividend Decisions: Factors determining dividend policy, Theories of dividend - Gordon model, Walter model, MM Hypothesis, Forms of dividend - Cash dividend, Bonus shares, Stock split

Working Capital Management: Working capital policies, Risk - Return trade off, Basics of Cash management, Receivables management, Inventory management, Credit management, Working capital financing.

Unit -V

Corporate Valuation: Adjusted Book Value Approach, Discounted Cash Flow Approach, Forecasting and Valuation of free cash flows, Economic Value Added.

Mergers, Acquisitions and Restructuring, Mechanics and Reasons for mergers and takeovers.

Course Outcomes

1. Understand both the theoretical and practical roles of financial management in business corporations.
2. Appreciate the role of finance function in an organisation.
3. Understand the concept of time value of money.
4. Ability to evaluate capital projects using different techniques.
5. Knowledge about various sources of capital and calculate their cost.

Recommended Textbook

1. Financial Management by M Y Khan (Latest ed.)

Other Suggested Readings

1. Brealey, R. R., Myers, S., Allen, F., & Mohanty, P. (2009). Principles of corporate finance (8th ed.). New Delhi: Tata Mc-Graw Hill.
2. Bhalla, V.K. (2009). Financial Management. New Delhi: Anmol Publications
3. Brigham, E F., & Davis, P. (2009). Intermediate financial management (10th ed.). USA: South Western.
4. Brigham, E. F., & Houston, J. F. (2007). Fundamentals of financial Management (11th ed.). USA: Thomson.
5. Chandra, P. (2008). Financial management (7th ed.). New Delhi: Mc-Graw Hill.
6. Hickman, K. A., Hunter, H. O., & Byrd, J. W. (2008). Foundations of corporate finance (2nd ed.). USA: South Western.
7. Horne, V. (2008). Fundamentals of financial Management (12th ed.). New Delhi: Pearson Education.
8. Keown, A. J., Martin, J. A., & Petty, J. W. (2010). Foundations of finance(7th ed.) USA: Pearson Prentice Hall.
9. Laney, M. (2009). Business finance: Theory and practice (8th ed.) New Delhi: Pearson Education.
10. Pandey, I M. (2008). Financial management (9th ed.). New Delhi: Vikas Publishing House.

CC: MBA 203 INTERNATIONAL BUSINESS MANAGEMENT [4 0 0]**Course Objectives**

To enlighten the students on International Business Environment, which includes International Production, International Financial Management, International Marketing and International Currency and to Study the Impact of Globalization on Industry.

Course Contents**Unit-I**

Meaning and features of International Business Management, Globalization forces – Meaning, dimensions and stages in Globalization – Globalization Boon or bane, Introduction to theories of International Trade by Adam Smith, Ricardo and Ohlin & Heckscher; World Trade Organization; Recent Trends and main Drivers of International Trade-Real Merchandise Trade and Output Developments, Nominal Trade Developments.

Unit-II

Regional Blocks: Regional Integration Agreement (RIAs) and Trade - Economic Effects of RIAs; Trade Creation and Diversion and the Types of RIA; The Proliferation of Regional Preference Systems; India's Regional Integration Agreements; Regional Integration Agreements and Foreign Investment; Making Regionalism Complimentary to Multilateralism: Building Blocks versus Stumbling Blocks.

International Production: An Interdisciplinary Approach; Global Trends in International Production; Trade in Services: Opportunities and Constraints; Internationalization of Service Firms; Operation Management in International Companies.

Unit-III

Global Competitiveness; Internationalisation of Technological Innovations; Designing Global Organizational Structure and Control; Global Knowledge Management; Globalisation and Human Resource Developments; Multicultural Management; International Marketing; Export Management.

Unit-IV

International Financial Management – Balance of Trade and Balance of Payment – International Monetary Systems, Forex Markets; Taxation in an International Economy, International Monetary fund., Asian Development Bank, World Bank, Introduction to Export and Import finance, methods of Payment in International Trade, International Financial Instruments, International Banking and Eurocurrency Market.

Foreign Portfolio Investment (FPI), Sovereign Wealth Funds (SWFs); Cross-border Mergers and Acquisitions; Strategic Issues in International Management.

Unit-V

India's Foreign Trade; Policy and Trends; Financing on International Trade; Licensing; Joint Ventures; International Capital Flows: Foreign Direct Investment- Global FDI Patterns; FDI Distribution by Regions; Sectoral Analysis of FDI.

Course Outcomes

1. Knowledge and understanding of differences among global economies, institutions, and cultures and implications these have on global business management.
2. Knowledge and understanding of conceptual and theoretical models, issues, and concerns in international business administration.
3. Apply current business practices to the management of international businesses.
4. Evaluate and critique business practices in various countries throughout the world to determine the better practices in these countries and how they can be applied to other countries.

Recommended Textbook

1. International Business Environment by Sundaram (Latest ed.)

Other Suggested Readings

1. International Business Environment – Sundaram and Black
 2. International Business Environment – Bhalla and Raju
 3. Hill, C. W. L., & Jain, A. K. (2007). International business competing in global market place. New Delhi: McGraw Hill.
 4. Bhalla, V. K. (2009). International financial management. New Delhi: Anmol Publishers.
 5. Bhalla, V. K., & Ramu, S. S. (2009). International business environment. New Delhi: Anmol Publishers.
 6. Seth, V. K. (2006). Economics of services: A story of transformation of Cinderella with the queen of heart. New Delhi: Ane Books.
 7. International Business – Francis Cherunilam
 8. International Business – Rao and Rangachari
 9. Export Management – Rathod
 10. International Business – Charles Hill
 11. International Business Environment and operations – John D. Daniels
 12. International Business – Justin Paul
 13. International Business – Alan Rugmen, Richard Hodgetts.
- 1.

CC: MBA 204 OPERATIONS MANAGEMENT [4 0 0]**Course Objectives**

The course is designed to familiarize the students with decision making in planning, scheduling, control and productivity improvement in production and operations function in both manufactories and service organizations. Emphasis would be on to bring about effectiveness and efficiency of operations by job and work design, process design, layout design and design and control of systems related to production resources planning ,quality, scheduling, maintenance, inventory and environment and safety. Importance of supply chain management and operating in a lean environment is also to be highlighted.

Course Contents**Unit-I**

Nature, Evolution and scope of Production and Operations management, production system and its sub-systems, production and operations function and its relations to other management functions of an organization.

Facility planning: facility location, determinants/factors affecting plant location selection, factor rating method, facility design.

Unit-II

Work System Design: Process planning, methods study, production/manufacturing process types or methods, Facilities layout, Line Balancing, P-Q analysis for layout selection, types of layout- product layout, process layout, mixed layout, project layout; Work Measurement, Work sampling and its applications; Work Flow Systems: Pull and push systems, Cellular and FMS.

Unit-III

Manufacturing Planning and Control: Aggregate production planning, Master Production Scheduling (MPS), BoM, MRP-I & MRP-II, Shop Scheduling and Shop Floor Control.

Unit-IV

Performance Measurement: Efficiency and capacity utilization, overall equipment effectiveness (OEE), data envelopment analysis (DEA).

Quality Assurance and Control: Statistical process control, Forecasting.

Maintenance Planning and Management: Corrective, Preventive and Predictive maintenance, Replacement analysis, RCM and TPM.

Unit-V

Inventory Management & Control: Types of inventory, Economic Order Quantity (EOQ), ROP, Safety Stock, Inventory classification and control – Analysis of ABC, HML, VED,SDE, GOLF, FSN, SOS and XYZ.

Course Outcomes

1. Understanding and application of operations management policies, tools and

- techniques to the manufacturing firms as well as service sector.
2. Acquaint with decision-making for effective and efficient purchase, storage and flow of materials in manufacturing and service organizations.
 3. Ability to decision making in planning, scheduling, control and productivity improvement in production and operations function in manufacturing and service organizations
 4. Understanding of the principles, concepts and functions of operations management – efficiency and effectiveness in operations by plant locations, basic layouts designing, work flow designing, aggregate planning, Materials Resource Planning (MRP), Master Production Schedule (MPS), quality management, inventory management, materials management & control, maintenance planning & management.
 5. Understand the managerial responsibility for Operations, even when production is outsourced, or performed in regions far from corporate headquarters.

Recommended Textbook

1. Production Operation & Inventory Management by Chase, Jacob (Latest ed.)

Other Suggested Readings

1. Chary, S. N. (2007). Production and operations management (3rd ed.). New Delhi: Tata McGraw Hill.
2. Bozarth, C. C., & Handfield, R. B. (2007). Introduction to operation and supply chain management (2nd ed.). New Delhi: Pearson Education.
3. Davis, M. M., Aquilano, N. J., & Chase, R. B. (2003). Fundamentals of operations management (4th ed.). New York: McGraw- Hill.
4. Gaither, N., & Frazier, G. (2005). Operations management (9th ed.). USA: Thomson South –Western.
5. Greasley, A. (2009). Operations management in business (2nd ed.). London: Sage.
6. Heizer, J. & Render, B. (2004). Operations management. New Jersey: Prentice Hall.
7. Kruger, D., Ramphal, R., & Leipzig, K. V. (2009). Operations Management (2nd ed.). USA: Oxford University Press.
8. Meredith, J. R., & Scott M. S. (2007). Operations management for MBAs (3rd ed.). UK: John Wiley & Sons.

CC: MBA 205 BUSINESS RESEARCH METHODS [3 0 0]

Course Objectives

The course is designed to provide student with an understanding and learning fundamental concepts in the field of business research. It aims to equip the students with research tools to conduct research and analysis for effective decision making.

Course Contents

Unit-I

Foundations of Research: Meaning, Objectives, Types of Research, Concept of theory, empiricism, deductive and inductive theory. Characteristics of scientific method- Research Process; Research Ethics.

Problem Identification & Formulation : Hypothesis Testing- Qualities of a good Hypothesis -Null Hypothesis & Alternative Hypothesis. Hypothesis Testing - Logic & Importance, Types of Errors; Large and Small Sample Tests (t, F, Z Test and Chi Square Test).

Unit-II

Research Design: Concept and Importance in Research - Features of a good research design - Exploratory Research Design - concept, types and uses, Descriptive Research Designs - concept, types and uses. Experimental Design: Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group

Unit-III

Qualitative and quantitative research: Qualitative research - Quantitative research - Concept of measurement, causality, generalization, replication. Merging the two approaches.

Measurement and Scaling Technique: Concept of measurement- what is measured? Problems in measurement in management research - Validity and Reliability. Levels of measurement - Nominal, Ordinal, Interval, Ratio; Scaling Techniques: Rating Scales, Ranking Scales.

Unit-IV

Data and Information: Types of Data, Primary and Secondary Data - Definition, Sources, Characteristics Advantages and disadvantages, Observation method, Questionnaire Construction, Personal Interviews, Telephonic Interview, Email/Internet Survey.

Sampling: Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, Law of Large Numbers; Central Limit Theorem; Non Response. Characteristics of a good sample. Probability Sample - Simple Random Sample, Systematic Sample, Stratified Random Sample & Multi-stage sampling. Non Probability Sample - Judgment, Convenience, Quota & Snowballing methods; Determining size of the sample.

Unit-V

Data Analysis: Data Preparation - Univariate analysis (frequency tables, bar charts, pie charts, percentages), Bivariate analysis - Cross tabulations and Chi-square test including

testing hypothesis of association.

Report Writing and Presentation: Meaning and Purpose of Report, Format of Report, Essentials and Contents of a Good Report, Report Presentation.

Course Outcomes

1. Explain and discuss the principles of research in social sciences and management studies.
2. Identify and critically evaluate literature in a given management field.
3. Understanding of how a company applies research methods to solve business problems.
4. Evaluate, select, justify and apply appropriate qualitative or quantitative data collection, presentation and analysis methods to their chosen area of research.
5. Appraise current research tools used in business and industry.

Recommended Textbook

1. Research Skill Development in Social Sciences, Communication & Management by Nagi (Latest ed.)

Other Suggested Readings

1. Business Research Methods: A South Asian Perspective-8 ed. –Zikmund, Adhikari – Cengage Learning
2. Research Methodology- PrashantSarangi –Taxmann Publications
3. Business Research Methods – Naval Bajpai – Pearson
4. Business Research Methodology – Shrivastav- Tata McGraw Hill
5. Business Research Methods: Narkhede- Lathi – Prashant Publication.
6. Research Methodology (Methods & Techniques) – C.R.Kothari – New age
7. Management Research Methodology – Krishnaswamy, Sivakumar, Mathirajan– Pearson Education
8. Business Research Methods- Donald R. Cooper, Pamela S. Schindler- 8/e - Tata McGraw-Hill

CC: MBA 206 OPERATIONS RESEARCH [4 0 0]**Course Objective**

The objective of this course is to help the students acquire quantitative tools, and use these tools for the analysis and solution of business problems. The emphasis will be on the concepts and application rather than derivations.

Course Contents**Unit-I**

Decision-making environments: Decision-making under certainty, uncertainty and risk situations; Uses of Decision tree, Uses, Scope and Applications of Operation Research in Managerial Decision Making, OR Models.

Introduction to Linear Programming Problems, Formulation of Linear Programming Problems, General Statement and Assumptions Underlying Linear Programming, Graphical Method for Solution of LPP, Simplex Method for Solution of LPP, Solution of Maximization and Minimization Problems, Limitations of LPP.

Unit-II

Transportation Models: statement of problems, minimising algorithm, methods for finding initial solution: north- west corner rule, Least Cost method, Vogel's Approximation Method (VAM); Testing for Optimality: Modified – Distribution Method (MODI method), Unbalanced Supply and Demand, Degeneracy and Its Resolution, Alternative Optimal Solutions, Prohibited Routes, Maximisation of Problem.

Unit-III

Assignment Models: Statement of Problem, Minimisation using Hungarian Algorithm, Resolve Unbalancing, Multiple Optimal Solution, and Restrictions on Assignments, Maximisation Case.

Unit-IV

Game Theory: Introduction, Two-Person Zero-Sum and Constant Sum Games, Saddle Point, Nature as a Player, Two-Person Zero-Sum Games: Mixed or Randomised Strategy Equilibria, Domination, and Graphical Solution.

Unit-V

Project Network Models: Introduction to Network Models, Essential Features of Network Approach, Precedence Relationship, Project Scheduling and Resource Leveling, Incorporating Probability and Incorporating Cost.

Sequencing Model: Concept, Two machine and "N" job, Three Machine and "N" job.

Simulation & Computer Solutions: Introduction to simulation, Monte Carlo Technique and Its Applications. Linear programming Problem, Transportation problem with TORA and Excel solver.

Course Outcomes

1. Understanding of basic operations research concepts and terminology involved in optimization techniques.
2. Ability to identify and develop operational research models from the verbal

description of the real system.

3. Understanding of how to interpret and solve business-related problems and to develop simple O.R. models from a business perspective.
4. Understand the mathematical tools that are needed to solve optimisation problems.

Recommended Textbook

1. Quantitative Techniques in Management by N.D. Vohra (Latest ed.)

Other Suggested Readings

1. Peter C Bell- Management Science/ Operations Research
2. Akhilesh K B and Balasubramanyam S- Quantitative Techniques
3. Taha Hamdy- Operations Research- An Introduction (Prentice-Hall)
4. J K Sharma- Operations Research (Pearson).

CC: MBA 207 FOOD AND AGRIBUSINESS ENVIRONMENT & POLICY [4 0 0]**Course Objectives**

This course explores the interplay between Environment and Agriculture in terms of the advances in agricultural technology, policy and sustainability. The course also examines the ecological, social, political, and economic principles that relate to agricultural practices in rural and large scale farming.

Course Contents**Unit-I**

Role and contribution of agriculture in India and Indian economy- employment, income, agricultural trade, performance of sub-sectors in agriculture, factors for agricultural growth, changes in the land holding pattern, structural change in agricultural production and consumption pattern, Contribution of states in the AgGDP.

Emerging risks and challenges in Indian agriculture: sources of risk and risk management approach; increasing farmers' income - strategy, prospects and action plan.

Unit-II

Agricultural Policy: Instruments of policy, phases in agricultural policy - pre and post green revolution, post reform phase, new agricultural policy, fertilizer policy.

Food Management Policies in India: Concept, dimension and measurement of poverty and food security, current state of food and nutritional security, concerned for future food security, policies to address food and nutritional security- National Food Security Act, MSP, PDS.

Unit-III

Agricultural Marketing: Linking farmers to markets- FPO, SHG, contract farming, cooperative farming, corporate farming, smallholders' constraints to access agricultural markets.

Agricultural marketing policy: aim and regulation agricultural markets, APMC, agricultural market reform and model APMC, National Agricultural Market (e-NAM).

Unit-IV

Globalization, WTO and Agriculture: Consequences and impact of Globalization on Indian agriculture, Agreement on Agriculture (AoA), Technical Barriers to Trade (TBT), SPS Agreement, Intellectual Property Rights (IPR) Agreement.

Unit-V

Food Processing Sector and Policy in India: Current status of food processing, structure of food processing industries, contribution of food processing industries to GDP, FDI inflow in the food processing sector, Pradhan Mantri Kisan SAMPADA Yojana.

Sustainability in food and agribusiness environment- Climate change and its impacts on agriculture and agri-food business. LIFS, HIFS, SRI, ZeroTill farming, precision farming, organic farming.

Course Outcomes

1. Understanding of the key components of Agricultural Business management.
2. Understanding of the agri-food policy environment, the policy formulation process and the institutions involved in agri-food policy making.
3. Ability to conduct economic analysis of major agri-food policies and programs in India and other major economies.
4. Ability to use relevant economic tools to evaluate the efficiency and distributional implications of agricultural and its trade policies.
5. Understanding of how food economists tackle a range of policy-related issues that are relevant to food and agricultural businesses.

Recommended Textbook

1. Study material to be provided by respective faculty.

Other Suggested Readings

1. Adhikary M. 1986. Economic Environment of Business. S. Chand & Sons.
Aswathappa K. 1997. Essentials of Business Environment. Himalaya Publ. Francis
Cherunilam 2003. Business Environment. Himalaya Publ.

SEMESTER – 3: MBA-301 to MBA-304

DSE: MBA 304: SUMMER INTERNSHIP PROJECT, PRESENTATION & VIVA VOCE [0 8 0]

All the MBA students are required to undergo summer internship in an organisation. The duration of internship is approx 45 days which starts immediate after 2nd semester end term exam. Arrangement of training/internship in industry or academia or in research organizations (within or outside country) would be responsibility of Corporate Resource Division of NIFTEM as per the policy notified and applicable time to time. The evaluation of internship will be done as per institute norms.

CC: MBA 301 INNOVATION AND ENTREPRENEURSHIP DEVELOPMENT

[3 0 0]

Course Objective

To facilitate and motivate the participants to take up entrepreneurial career at early or later stage.

Course Contents**Unit – I**

Concepts of entrepreneurship – importance – Types of entrepreneurship – Conventional entrepreneurship vs. social entrepreneurship - Types of entrepreneur – Characteristics - Start up eco system.

Unit – II

Entrepreneurial motivation - Stages of creating enterprise – Idea generation – Innovation - Problem identification – validation of business idea – protection of idea-research on idea.

Unit – III

Preliminary Business Model – Value proposition – Customer Positioning - Feasibility analysis - Financial Sources – Financial Projections - Unit Matrix.

Unit – IV

Understanding Stakeholders - Piloting – Revised Business Model - Optimum utilization of resources – Preparation of Detailed Project Report.

Unit – V

Legal Procedure – Formation – Reasons for failure of enterprise - risk management - Government or institutional policies and programmes – social impact - Contemporary issues in entrepreneurship.

Course Outcomes

1. Motivation for entrepreneurial career
2. Have the ability to discern distinct entrepreneurial traits
3. Conducting feasibility analysis
4. Preparation of business plan
5. Exploring sources of finance
6. Awareness about various Institutions and government schemes related to promotion of entrepreneurship.

Recommended Textbook

1. Robert D. Hisrich et al, Entrepreneurship. 9th Edition, Mc Graw Hill Education, New Delhi
OR

2. Entrepreneurship: A Small Business Approach by Bamford & Bruton (Latest Ed.),
Mc Graw Hill

Other Suggested Readings

1. Lall & Sahai: Entrepreneurship (Excel Books 2 edition)
2. Entrepreneurship by Alpana Trehan (Latest ed.)
3. Robert D. Hisrich et al, Entrepreneurship, 9th Edition, Mc Graw Hill Education, New Delhi
4. Couger, C- Creativity and Innovation (IPP, 1999)
5. Kakkar D N - Entrepreneurship Development (Wiley Dreamtech)
6. A.K.Rai – Entrepreneurship Development, (Vikas Publishing)
7. Sehgal & Chaturvedi-Entrepreneurship Development (UDH Publishing edition 2013)

CC: MBA 302 HUMAN RESOURCE MANAGEMENT [3 0 0]**Course Objectives**

The objective of the course is to sensitize students to various facets of managing people and to focus on the development of knowledge and skills that all managers and leaders need. The content of the course is designed to familiarize participants with current human resource practices that apply to their careers regardless of their field. It strives to facilitate the development of better understanding of human resources issues as they relate to other managerial functions, organizational behaviour, and the ability of managers and the organization to achieve prescribed goals.

Course Contents**Unit-I**

Fundamentals of HR Management: Concepts and Perspectives; Corporate objectives and challenges of HR in a dynamic environment.

Unit-II

Job Analysis: Job description and job Specification. Human Resource Planning: Demand and Supply; Downsizing and Retention.

Unit-III

Recruitment and Selection. Performance Management: potential assessment and competency development. Training and Development: Training process and methods.

Unit-IV

Compensation and Reward Management: Job Evaluation, methods and types of compensation. Employee Relations and Trade Unions.

Unit-V

Grievance Redressal, Dispute Resolution and Conflict Management. International Dimensions of HRM. Employee Empowerment.

Course Outcomes

1. Apply management skills and knowledge in a realistic environment.
2. Analyze human resource systems for employment, labor relations, compensation and benefits, training and development, and performance assessment.
3. Create human resource systems for employment, labor relations, compensation and benefits, training and development, and performance assessment.
4. Implement human resource systems for employment, labor relations, compensation and benefits, training and development, and performance assessment.
5. Develop, implement, and evaluate employee orientation, training, and development programs.

Recommended Textbook

1. Human Resource Management by Aswathappa (Latest ed.)

Other Suggested Readings

1. Agarwala, T. (2007). Strategic human resource management. New Delhi: Oxford University Press.
2. Armstrong, M. (2006). Armstrong's Handbook of human resource management practices (10th ed.). London: Kogan page.
3. Cascio, W. (2009). Managing human resources (8th ed.). New Delhi: McGraw Hill.
4. DeCenzo, D. A., & Robbins, S. P. (2010). Fundamentals of human resource management (9th ed.). New York: John Wiley & Sons.
5. Dessler, G. (2008). Human resource management (11th ed.). New Delhi: Pearson Prentice Hall.

CC: MBA 303 BUSINESS ETHICS AND HUMAN VALUES**[3 0 0]****Course Objectives**

The course seeks to bridge the gap between the ethical behaviour of the individual and the challenges posed by organized business activity in the global marketplace. It further seeks to educate participants about legal, social and ethical matters in business, and make them sensitive to the consequences of their decisions. The ultimate objectives of this course are to help students gain an understanding of Business Ethics and application of Indian values in managerial decision-making.

Course Contents**Unit-I**

Ethical Considerations in Everyday Business; Business Ethics- Nature, Scope and Purpose of Ethics; Relevance of Values; Importance of Ethics & Moral standards.

Unit-II

Institutionalizing ethics in organization: ethical decision making, ethical eco system. ethical accountability, ethical systems & structures, corporate wrongdoing.

Unit-III

Ethical audit, codes of conduct. Ethical training. Ethics issues in Multinational organizations. Corporate Social responsibility and triple bottom line.

Unit-IV

Ethical Issues in market systems, Ethics and social responsibility, Ethics and marketing, Ethics and human resource, Ethics and Information Technology, Ethical theories and approaches, Intellectual property rights like designs, patents, trademarks, copy rights.

Unit-V

Human Values: Meaning, Types, Morals, Values and Ethics; Values impact in Business: Indian Value System and Values, Teaching from scriptures and tradition (Geeta, Ramayana, Mahabharata, Upanishads, Vedas, Bible and Quran); Relevance of values in management; values for managers; holistic approach for managers in decision making.

Cases in Business Ethics and Management by Indian Values.

Course Outcomes

1. Understanding of how moral and ethical values can impact the life and personality of an Individual.
2. Understanding of ethical approach to deal professionally and know its significance in corporate world.
3. Develop and sharpen personality and ethical dealing at every walk of life.

Recommended Textbook

1. Business Ethics- Concept and Cases by Joseph W. Weiss (Latest ed.)

Other Suggested Readings

1. Blair, M. M. (1995). Ownership and control: rethinking corporate governance for the 21st century. Washington: Brookings Institution.
2. Carrol, S. J., & Gannon, J. J. (1997). Ethical dimensions of international management. New Delhi: Sage.
3. AIMA. (2007). Corporate governance & business ethics. New Delhi: Excel.
4. Chakraborty, S. K. (2001). The Management and ethics omnibus. New Delhi: Oxford University Press.
5. Coomaraswamy, A. K. (1993). Spiritual authority and temporal power in the Indian theory of government. New Delhi: Indira Gandhi National Centre for the Arts.
6. Flynn, G. (2008). Leadership and business ethics. U K: Springer.
7. Holden, I. P. (2000). Ethics for managers. Hampshire: Gower.
8. Johnson, C. E. (2008). Meeting the ethical challenges of leadership: casting light or shadow (3rd ed.). New Delhi: Sage.
9. MacLagan, I. P. (1998). Management and morality: A developmental Perspective. New Delhi: Sage.
10. Malachowski, A. (2001). Business ethics: Critical perspective on business and management. London: Routledge.
11. Malden, M. (2002). The blackwell guide to business ethics. New York: Blackwell.
12. Murray, D. (2001). Ethics in organization. India: Kogan Page.
13. Petrick, J. A., & Quinn, J. F. (1997). Management ethics: Integrity at work. New Delhi: Response Books.
14. Robert, A. (2009). Business ethics and ethical business. USA: Oxford University Press.
15. Sekhar, R. C. (2002). Ethical choices in business (2nd ed.). New Delhi: Response.
16. Shiva, R. S. (2001). Corporate crisis management. New Delhi: Response.
17. Valasquez, M. G. (2006). Business ethics: Concepts and cases (6th ed.). USA: Prentice Hall.
18. Williams, O. F. (Ed.). (2003). Business religion and spirituality: A new synthesis. USA: Notre Dame Press.
19. A.C Fernando, Business Ethics: An Indian Perspective, Pearson 2009
20. Weiss, Business Ethics concept & cases, 1st edition, 2009, Cengage Learning
21. Velasquez, Business Ethics, Concepts & Cases, 6th edition, 2009, PHI
22. Murthy, Business Ethics, 2009, Himalaya Publishing House
23. Al Gini, Case Studies in Business Ethics, 6th edition 2009, Pearson Education

SEMESTER – 4: MBA-401 to MBA-403

CC: MBA 401 CORPORATE STRATEGY [3 0 0]

Course Objectives

The present course aims at familiarizing the participants with the concepts, tools and techniques of corporate strategic management so as to enable them to develop analytical and conceptual skills and the ability to look at the totality of situations.

Course Contents

Unit-I

Introduction, Strategic Management, Business Policy, Corporate Strategy, Basic Concept of Strategic Management, Mission, Vision, Objectives, Impact of globalization, Basic Model of Strategic Management, Strategic Decision Making.

Unit-II

Role of Strategic Management in Marketing, Finance, HR and Global Competitiveness. Environmental Scanning, Industry Analysis, Competitive Intelligence ETOP Study, OCP, SAP Scanning, Strategic Management in an International Firm.

Unit-III

Corporate Analysis, Resource based approach, Value-Chain Approach, Scanning Functional Resources, Strategic Budget and Audit. SWOT Analysis, TOWS Matrix, Various Corporate Strategies: Growth/ Expansion, Diversification, Stability, Retrenchment & Combination Strategy.

Unit-IV

Process of Strategic Planning, Stages of corporate development, Corporate Restructuring, Mergers & Acquisitions, Strategic Alliances, Joint Ventures and Networks, Portfolio Analysis, Corporate Parenting, Functional Strategy, BCG Model, GE 9 Cell, Porters Model: Five Force and Porters Diamond Model, Strategic Choice.

Unit-V

Strategy Implementation through structure, through Human Resource Management: through values and ethics. Mc Kinsey's 7S Model, Organization Life Cycle, Management and Control, Activity based Costing, Strategic Information System.

Course Outcomes

1. Understanding of the nature and dynamics of the strategy formulation and implementation processes as they occur in complex organizations.
2. Approach to strategic and critical thinking.
3. Analyze and understand the sources of competitive advantage and superior firm performance.
4. Ability to identify strategic issues and design appropriate courses of action.
5. Knowledge and application of various strategies- pricing strategy, game theory and competitor analysis.

Recommended Textbook

1. Strategic Management by Azhar Kazami (Latest ed.)

Other Suggested Readings

1. Bartlett, C. A., Ghoshal, S., & Beamish, P. W. (2009). Transnational management: Text, cases & readings in cross-border management (6th ed.). London: McGraw-Hill
2. Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2009). Economics of strategy (5th ed.). London: Wiley.
3. Grant, R. M. (2010). Contemporary strategy analysis. London: Blackwell.
4. Johnson, G., Scholes, K., & Whittington, R. (2008). Exploring corporate strategy. New Delhi: Pearson Education.
5. Porter, M. E. (1998). Competitive advantage of nations. London: Macmillan Press.
6. Porter, M. E. (2004). Competitive strategy. (2004). New York: Simon & Schuster

Course Objectives

The course is designed to provide students with a thorough grounding in a number of key introductory and advanced topics of corporate governance theory, research and practice, including associated reporting and regulation.

Course Contents

Unit-I

Evolution of Corporate Governance in India, Systems of Corporate Governance in India, Issues of Corporate Governance – Objectives and Purposes- Cornerstones and Principles- Theories-Conflicts, Corporate Governance and Value Creation, Business Ethics and Corporate Governance.

Unit-II

Structures and Processes of Corporate Governance, BOD-Board Committees- Shareholders- Institutional Investors- Auditors-Banks; Critical Analysis of Regulations and enactments –Governance issues, Developments of Corporate Governance Reforms in India, Recommendations of Various National Committees

Unit-III

Role of SEBI Gaps in the present Enactments of Companies Act related to Corporate Governance , Gaps in Revised Clause 49 of Listing Agreement, Anomalies of Provisions of Companies Act with SEBI Regulations relating to Corporate Governance.

Unit-IV

Corporate Governance Practice in India- Selection of sample; Statement of Company's Philosophy on code of Governance, Board of Directors-Subsidiary companies, Disclosures and Transparency, GB meetings-Means of communication and general shareholders, Compliance of Corporate Governance and Auditors' Certificates, Disclosure on Stakeholders' Interests, Evaluation of Governance Standard; Governance ratings: CRISIL Corporate Governance Rating, ICRA Corporate Governance Rating-, Method for examining the Quality and Effectiveness of Corporate Governance.

Unit-V

Corporate Governance movement in India, Unit Trust of India- Mutual Funds and Corporate Governance, Political Economy of Indian Corporate Governance, Articulation of Interest, Business Restructuring, Recommendations on CG Structural Changes, Standard Code of CGD is closure norms, Policy for Customization and Code Servicing.

Course Outcomes

1. Appraise the frameworks underlying governance law and practice in a national and international context.
2. Analyse the main actors and structures of corporate governance and their interaction and functioning across national economies, industries and with the development stage of firms.
3. Distinguish between and compare the legal obligations for governance and recommended best practice.
4. Advise on governance issues across all sectors, ensuring that the pursuit of strategic

- objectives is in line with regulatory developments and developments in best practice.
5. Analyse and evaluate situations in which governance problems arise and provide recommendations for solutions.

Recommended Textbook

1. Corporate Governance Codes, Systems & Practices by S C Das (Latest ed.)

Other Suggested Readings

1. Corporate Governance by Christine A Mallin, Oxford University Press.
2. Corporate Governance in India – An Evaluation by S C Das, PHI – Eastern Economy Edition.
3. Corporate Governance Codes, Systems and Practices by S C Das, PHI – Eastern Economy Edition.
4. Triple Bottom Line Reporting and Corporate Sustainability by S Singh, PHI – Eastern Economy Edition.

CC: MBA 403 RESEARCH PROJECT & VIVA VOCE

The Project Study shall commence from the third semester and report shall be submitted towards the end of the fourth semester. The written part of the Project Study shall account for 50 marks and the viva-voce to be conducted by a duly constituted examination committee/board for 50 marks.

ELECTIVE COURSES

ELECTIVE COURSES IN FOOD & AGRI-BUSINESS MANAGEMENT

FABM PE1 FOOD SUPPLY CHAIN MANAGEMENT [3 0 0]

Course Objective

This course addresses the theory and practices of supply chain management within the context of the food system.

Course Contents

Unit-I

Introduction and overview of supply chain management, Inbound and outbound logistics, Supply chain as a source of competitive advantage.

Unit-II

Managing Inventories and Coordination: Inventory Management, EOQ and its derivative models, Managing Uncertainty, Method for Coping with Bullwhip Effect, Supply Chain Integration, Push vs. Pull Systems.

Unit-III

Strategic Alliances: 3rd/4th Party Logistics (3PL/4PL), Retailer-Supplier Partnerships, Buyer Vendor Coordination.

Unit-IV

Outbound logistics: Designing Supply Chain Network, management of transportation, inter modal transportation and third party transportation services, characteristics of different transportation services, Distribution strategies, Procurement & Outsourcing Strategies: Buy-Make Decision, Procurement Strategy, Framework of e-Procurement.

Unit-V

Strategic considerations for supply chain, Porter's industry analysis and value-chain models.

Course Outcomes

1. Understanding the integrated perspective of various actors, activities and strategies for effective and smooth flow of materials, information and finance across stakeholders.
2. Understanding challenges of various modes of transportation and logistics in the food industry context.
3. Learn about various tools and techniques for effective management and control of inventory.
4. Enhance the application of procurement, order management, customer relationship management in retail.

Recommended Textbook

1. Designing and Managing the supply chain: concepts, Strategies & Case studies by David Simchil (Latest ed.)

Other Suggested Readings

1. Altekar RV. 2006. Supply Chain Management: Concepts and Cases. Prentice Hall of India.
2. Monczka R, Trent R & Handfield R. 2002. Purchasing and Supply Chain Management.
3. Thomson Asia. van Weele AJ. 2000. Purchasing and Supply Chain Management Analysis, Planning and Practice. Vikas Publ. House.

FABM PE2 FOOD TECHNOLOGY AND PROCESSING MANAGEMENT [3 0 0]**Course Objective**

To impart knowledge of various areas related to Food science and technology. It also aims to enable the students to understand food composition and its physicochemical, nutritional, microbiological and sensory aspects. Further, it familiarize the students about the processing and preservation techniques of pulses, oilseeds, spices, oil-seed, honey, fruits and vegetables, meat, fish, poultry, milk & milk products.

Course Contents**Unit-I**

Present status of food industry in India; Organization in food industry; Introduction to operations of food industry; Deterioration factors and hazards during processing, storage, handling and distribution.

Unit-II

Basic principles of food processing and food preservation by manipulation of parameters and factors and application of energy, radiations, chemicals and biotechnological agents; Packaging of foods.

Unit-III

Analysis of costs in food organization; Risk management; Laws and regulations related to food industry and food production and marketing; Quality management — quality standards, FSSAI, PFA, ISO, etc.

Unit-IV

Case studies on project formulation in various types of food industries — milk and dairy products, cereal milling, oil-seed and pulse milling, sugarcane milling, honey production, baking, confectionery, oil and fat processing.

Unit-V

Processing of fruits and vegetables, its storage and handling, egg, poultry, fish and meat handling and processing, etc.

Course Outcomes

1. Enable the participants to understand food composition and its physicochemical, nutritional, microbiological and sensory aspects.
2. Impart knowledge and develop understanding about methods and techniques used to transform the raw produces/materials into processed food products.
3. Familiarize about the processing and preservation techniques of pulses, oilseeds, spices, oil-seed, honey, fruits and vegetables, meat, fish, poultry, milk & milk products.
4. Provide insight about storage and handling of fresh and processed food products including beverages.

Recommended Textbook

1. Food Processing and Technology Principles & practices by P J Fellow (Latest ed.)

Other Suggested Readings

1. Acharya SS & Aggarwal NL. 2004. Agricultural Marketing in India.
2. Oxford & IBH. Early R. 1995. Guide to Quality Management Systems for Food Industries.
3. Blackie. Jelen P. 1985. Introduction to Food Processing, Reston Publishing.
4. Potly VH & Mulky MJ. 1993. Food Processing, Oxford & IBH.

FABM PE3 MANAGEMENT OF AGRICULTURAL INPUT MARKETING [3 0 0]**Course Objectives**

The objective of the course is to enhance the understanding and analytical capabilities with respect to products, market environment, and operational issues in marketing of agricultural inputs. The emphasis of the course is not on the basic marketing concepts, but largely on their application to the context of the operational strategies of major marketed agricultural inputs.

Course Contents**Unit-I**

Agricultural input marketing —meaning and importance; Management of distribution channels for agricultural input marketing; Agricultural Inputs and their types — farm and non-farm, role of cooperative, public and private sectors in agriinput marketing.

Unit-II

Seed- Importance of seed input; Types of seeds- hybrid, high yielding and quality seeds; Demand and supply of seeds; Seed marketing channels, pricing, export-import of seeds; Role of NSC and State Seed Corporation.

Unit-III

Chemical Fertilizers- Production, export-import, supply of chemical fertilizers, Demand/consumption, Prices and pricing policy; subsidy on fertilizers; marketing system — marketing channels, problems in distribution; Role of IFFCO and KRIBCO in fertilizer marketing.

Unit-IV

Plant Protection Chemicals- Production, export/import, consumption, marketing system — marketing channels; Electricity/Diesel Oil- marketing and distribution system; pricing of electricity for agriculture use; subsidy on electricity.

Unit-V

Farm Machinery- Production, supply, demand, Marketing and distribution channels of farm machines; Agro-industries Corporation and marketing of farm machines implements/Equipments.

Course Outcomes

1. Exploring the concepts and tools of marketing management of agricultural inputs
2. Enhance the understanding and analytical capabilities with respect to products, market environment, and operational issues in marketing of agricultural inputs.
3. Understanding the concepts of segmentation, targeting, product positioning, design of distribution channels and communication strategy for effective marketing management of agricultural inputs.
4. Familiarize about operational strategies of major marketed agricultural inputs.

Recommended Textbook

1. Study materials are to be provided by course instructor(s).

Suggested Readings

1. Acharya SS & Agarwal NL. 2004. Agricultural Marketing in India. 4th Ed. Oxford & IBH.
2. Broadway AC & Broadway Arif A. 2003. A Text Book of Agri-Business Management. Kalyani,
3. Singh AK & Pandey S. 2005. Rural Marketing. New Age. Singh Sukhpal 2004. Rural Marketing- Focus on Agricultural Inputs. Vikas Publ. House.

FABM PE4 SEED PRODUCTION TECHNOLOGY AND MANAGEMENT [3 0 0]

Course Objectives

To refresh the basic knowledge of seed development and structures and apprise students with its relevance to production of quality seed. It also aims to apprise students about the seed supply system, concepts and principles of effective marketing of seed and strengths and weaknesses of the seed sector.

Course Contents

Unit-I

Seed Technology — Role of Seed Technology, its Course Objective and goal, Seed Industry in India, National Seed Corporation — Tarai Seed Development 26 Corporation, State Seed Corporations, National Seed Project and State Farms and their role.

Unit-II

Development and Management of Seed Programmes — Seed Village Concept, Basic Strategy of Seed Production and Planning and Organization of Seed Programme; Types of Seed Programme — Nucleus seed, Breeders seed, Foundation seed and Certified seed etc.

Unit-III

Maintenance of genetic purity — Minimum seed certification standard and Management of breeders & Nucleus seed; Management of seed testing laboratory and research and development.

Unit-IV

Management of seed processing plant, seed storage management; seed packaging and handling. Seed Marketing; GM Crop seed, IPR, PBR, Patents and related issues and their impact on developing countries.

Unit-V

Statutory intervention in the seed industry; Seed legislation and seed law enforcement, Seed act; Orientation and visit to seed production farms, seed processing Units, NSC, RSSC, RSSCA and seed testing laboratories.

Course Outcomes

1. Impart the knowledge of seed development and structures and appraise participants with its relevance to production of quality seed.
2. Apprise participants about the seed supply system, concepts and principles of effective marketing of seed and strengths and weaknesses of the seed sector.
3. Knowledge and status about various aspects of seed certification and seed legislation in India.
4. Awareness about national and international seed production and quality control organizations and seed certification agencies.
5. Providing insights about management of seed processing plant, seed storage management, and seed packaging and handling.
6. Devising basic strategy of seed production, planning and organization of seed programme.

Recommended Textbook

1. Study materials are to be provided by course instructor(s).

Suggested Readings

1. Agrawal RL. 1997. Seed Technology. Oxford & IBH.
2. Desai BB, Katecha PM & Salunkhe DK. 1997. Seed Handbook: Biology, Production, Processing and Storage.
3. Marcel Dekker, Kelly A. 1988. Seed Production of Agricultural Crops. Longman.
4. McDonald MB Jr. & Copeland LO. 1997. Seed Production: Principles and Practices. Chapman & Hall.
5. Thompson JR. 1979. An Introduction to Seed Technology. Leonard Hill.

FABM PE5 MANAGEMENT OF AGRO CHEMICAL INDUSTRY [3 0 0]

Course Objectives

To familiarize the students with the agrochemicals, their structure, classification and development and also how to manage the agro-chemical industries.

Course Contents

Unit-I

Agro-chemicals: Definition and classification; Basic knowledge of agrochemicals; role and status of agro-chemical industry in India.

Unit-II

Pesticides — Classification and Introduction, knowledge of different pesticides. Insecticides — Definition and classification based on (a) Mode of Entry (b) Mode of Action and (c) Chemical Structure with example.

Unit-III

Insecticidal formulation; preliminary knowledge of mode of action of insecticides; knowledge of plant protection equipments; Insecticidal poisoning, symptoms and treatment; Main features of Insecticide Act.

Unit-IV

Fungicides — Classification and preliminary knowledge of commonly used fungicides; Biomagnifications of pesticides and pesticidal pollution.

Unit-V

Directorate of Plant Protection, Quarantine and Storage — A brief account of its organizational set up and functions: IPM Concept — Bio-pesticides — Plant products.

Course Outcomes

1. Familiarize the participants with the agrochemicals, their structure, classification and development and also how to manage the agro-chemical industries.
2. Providing basic knowledge about insecticides; plant protection equipments, insecticidal poisoning
3. Describing about major features of Insecticide Act
4. Giving preliminary knowledge of commonly used fungicides; Biomagnifications of pesticides and pesticidal pollution.
5. Familiarize with IPM Concept, Bio-pesticides & Plant products

Recommended Textbook

1. Study materials are to be provided by course instructor(s).

Suggested Readings

1. Dhaliwal GS, Singh R & Chhillar BS. 2006. Essentials of Agricultural Entomology.
2. Kalyani. Hayes WT & Laws ET. 1991.
3. Hand Book of Pesticides. Academic Press.
4. Matsumura F. 1985. Toxicology of Insecticides. 2nd Ed. Plenum Publ.
5. Rajeev K & Mukherjee RC. 1996. Role of Plant Quarantine in IPM. Aditya Books.

FABM PE6 INTERNATIONAL TRADE IN AGRI-FOOD PRODUCTS [3 0 0]

Course Objectives

The course aims to familiarize the participants with basic principles, policies and applied issues in international trade with emphasis on agriculture. The course involves use of tools and concepts to enhance analytical and decision-making skills to compete successfully in the global agribusiness sector.

Course Contents

Unit-I

Overview of World Agricultural Trade, India's Performance in Agricultural Exports and Imports, Theoretical Foundation of International Trade, Trade Policies of Importing and Exporting Countries.

Unit-II

Trade Barriers, Market Size, Familiarization with Harmonized System of Codes and International Trade Databases.

Unit-III

Importance of Cultural Factors in International Trade, International Market Entry Strategies, Preparation For Export Price Quotation, Incoterms, Letter of Credit and Other system of payment.

Unit-IV

Political Economy and Indian Trade Policy for Agricultural Products, European Union's Common Agricultural Policy (CAP) and U.S. 2002 Farm Bill, Competitiveness in Global Food Economy.

Unit-V

Operational Issues for the Starting up an Export Business, Interaction with Exporter of Agricultural Products and Project Report Preparation and Presentation.

Course Outcome

6. Familiarize the participants with basic principles, policies and applied issues in international trade with emphasis on agriculture.
7. Familiarization with Harmonized System of Codes and International Trade Databases.
8. Application of tools and concepts to enhance analytical and decision-making skills to compete successfully in the global agribusiness sector.
9. Describing about operational issues for the starting up an export business
10. Providing brief description about political economy and Indian Trade Policy for Agricultural Products, European Union's Common Agricultural Policy (CAP) and U.S. 2002 Farm Bill.

Recommended Textbook

1. International Trade- Theory and Policy Tenth Edition by Paul Krugman (latest ed.)

Suggested Readings

1. Additional study materials are to be provided by course instructor(s).

FABM PE7 ENTREPRENEURSHIP DEVELOPMENT IN FOOD PROCESSING [3 0 0]

Course Objectives

The objective of this course is to inculcate in students the skills necessary to craft strategies and initiatives which can enable growth and sustainability in entrepreneurial ventures in food processing.

Course Contents

Unit-I

Entrepreneurship Concept, Selection of Potential Entrepreneurs, Business opportunity

Unit-II

Identification and Guidance Business Plan: Market, Assessment, Technical Analysis, and Financial Analysis, Choice of Technology, Project Scheduling and Forecasting,

Unit-III

Facilities and Aggregate Planning; guidelines to commercial food commodity selection; equipment survey;

Unit-IV

Capital and production costing; enterprise financing; legal aspect of enterprise operation; marketing logistics; sources of technical services;

Unit-V

Commissioning and licensing; basic business law; Project proposal; Technical law standards.

Course Outcomes

1. Inculcate in participants the skills necessary to craft strategies and initiatives which can enable growth and sustainability in entrepreneurial ventures in food processing.
2. Enable participants to conduct and analyse various types of feasibility studies to start a food based enterprise.
3. Information on various Institutions and government programmes related to promotion of entrepreneurship development in food processing.
4. Understand and design various components of Business Plan.
5. Knowledge about financial aspects of running a business.

Recommended Textbook

Study materials are to be provided by course instructor.

Suggested Readings

Additional materials are to be provided by course instructor.

FABM PES RURAL MARKETING [3 0 0]

Course Objectives

The course intends to provide an overview of rural markets with special reference to India. It also aims to make them understand and develop marketing strategies that are unique to rural India.

Course Contents

Unit-I

Rural Socio-Economic environment and impact of urbanization, industrialization and globalization on rural communities.

Unit-II

Rural Market Environment . Rural Demand and Rural Market Index. Rural Marketing and Problems in Rural Marketing.

Unit-III

Rural Marketing Strategies with special reference to Rural Market segmentation.

Unit-IV

Product Strategies. Pricing Strategies. Distribution Strategies. Promotion Strategies . Marketing Communication in Rural Markets. Marketing Research.

Unit-V

Economic of selling in rural markets. Formulation of rural marketing policies. case studies relating to rural marketing of successful companies.

Course Outcome

1. Understanding about rural life style and difficulties of rural markets
2. Understanding and develop marketing strategies that are unique to rural areas.
3. Developing insights into the behavior of the rural consumer.
4. Understanding rural institutions of retailers, haats and melas and emerging rural retails.
5. Developing marketing mix for rural markets.

Recommended Textbook

1. Rural Marketing by Kashyap (Latest ed.)

Suggested Readings

1. Dogra Balram, Rural Marketing: Concepts and Practices, Tata Mc-Graw Hill, New Delhi
2. Krishnamacharyulu Csg, Lalitha Ramakrishnan, Cases in Rural Marketing, Dorling Kindersley (India) Pvt Ltd
3. Ruchika Ramakrishnan, Rural Marketing In India: Strategies And Challenges, New Century Publications, 2006.

FABM PE9 AGRIBUSINESS FINANCE [3 0 0]

Course Objectives

The course is designed to provide a thorough and comprehensive understanding of the needs for financial services of agribusiness sector, the various approaches, methodologies and institutions operating in this field. This course also aims to provide knowledge of the various marketing channels for delivering financial services and products to hitherto un-banked people.

Course Contents

Unit -I

Agricultural/ Agribusiness Finance: Role and Importance of Financial Services in Agricultural Economy, risks and costs of agribusiness lending.

Sources of Agribusiness Finance: Commercial Banks, Cooperative Banks and Societies, Regional Rural banks, NABARD

Unit -II

Agribusiness Loan Cycle: Loan application, Loan appraisal, Loan decisions, Monitoring agricultural loans.

Term Financing in Agribusiness: Appraisal of term loan in agribusiness, Building a term loan portfolio.

Unit -III

Agribusiness Value Chain Finance: Understanding value chain in agriculture, Internal value chain finance, External value chain finance.

Products and Innovations in Financing Agriculture Value Chains: Product financing, Receivables financing, Physical assets collateralization.

Risk Mitigation Products in financing Agribusiness Value Chains: Various risk elements in agriculture value chain, Instruments to insulate the value chain actors from the risks.

Unit -IV

Financial Inclusion and Microfinance: Concept of Financial Inclusion/Exclusion, Agency problems, Adverse selection and moral hazard, Need and concept of microfinance.

Business Models of Microfinance: Self-help Group (SHG) Model, Joint Liability Group (JLG) Model, Federated Group Model, MFI Model, Banking Correspondent Model.

Unit -V

Delinquency Management in Microfinance: Definition of Delinquency, Difference between Delinquency and Default, Measuring Delinquency in Microfinance, Causes of Delinquency, Controlling Delinquency

Financial Sustainability of Micro-Finance Program: Operational Self-sustainability, Financial Self-sustainability, Subsidy Dependent Index.

Course Outcomes

1. Comprehensive understanding of the needs for financial services of agribusiness sector.
2. Understanding of the conceptual framework of Agribusiness Value Chain Finance
3. Awareness of various sources of farm credit and utilisation.
4. Knowledge of sources of agricultural finance, financing costs, analysis of investment

- opportunities, and legal issues relating to agricultural financing.
5. Understand the type of risk analysis a bank must perform while evaluating agribusiness financing.
 6. Understanding of the key financial and institutional elements in the process of building sustainable financial institutions for financially excluded society.
 7. Understanding of the factors a bank must keep in mind when marketing agricultural banking products.

Recommended Textbook

Study materials are to be provided by course instructor.

Suggested Readings

Additional materials are to be provided by course instructor.

ELECTIVE COURSES IN MARKETING MANAGEMENT

MKT PE1 SALES MANAGEMENT [3 0 0]

Course Objective

To provide an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in Sales. It also aims to develop skills critical for generating, evaluating and selecting sales.

Course Contents

Unit-I

Introduction to Sales Management: Concept; Nature, Objectives; Role of Sales Management in Marketing; Salesmanship and Functions; Specific Characteristics of a Successful Salesman.

Unit-II

Concept of Forecasting, Sales Forecasting methods, Quantitative and Qualitative methods.

Unit-III

Sales Organization: Need for Sales Organizations, their structure, Sales Managers Functions and responsibilities, Planning for Major customers and sales Budget.

Unit-IV

Managing the Sales Force: Recruiting, Selection and Training of Sales force - Procedures and criteria extensively used as selection tools for recruiting and testing sales ability.

Sales Force Job Analysis and Description: Areas of sales Training - Company Specific Knowledge, product knowledge Industry and Market Trend Knowledge, Customers and Technology – Relationship Selling Process and Customer Education; Value added Selling.

Unit-V

Motivating the Sales Team: Motivation Programs - Sales Meetings, Sales Contests, Sales Compensating, (Monetary compensation, incentive programs as motivators, Non-Monetary compensation – fine tuning of compensation package. Supervising.

Evaluating Sales Force Performance and Controlling Sales activities - Sales Records and Reporting Systems, Improving Sales Productivity, Ethical and Legal Issues in Sales Management.

Course Outcome

1. Ability to develop a plan for organizing, staffing and training a sales force.
2. Equipped with the ability and skills required for selling and sales management.
3. Identify the key factors in establishing and maintaining high morale in the sales force.
4. Develop an effective sales compensation plan.
5. Evaluate the performance of a sales person.
6. Evaluate sales and sales management strategies in relation to current legal and ethical standards of practice.

Recommended Textbook

7. Sales Management by Still & Cundiff (Latest ed.)

Other Suggested Readings

1. Sales Management - Richard Rstill, Edward W. Cundiff
2. Strategies for selling-Gerald A. Michaelson
3. Sales Management Handbook – Forsyth Patrick
4. Value added selling-Tom Reilly
5. Building a Winning Sales Team – Gini Graham & Scott
6. Professional Sales Management – Anderson, Hair and Bush
7. Motivation and Job Satisfaction – M. D. Pestonjee
8. Sales Management – Thomas
9. Industrial Marketing – Richard M. Hil

MKT PE2 DIGITAL MARKETING [3 0 0]

Course Objective

The objective of the course is to help students to understand digital marketing methods and electronic commerce. The course provides an overview of various online business models and delves into digital advertising and social media marketing techniques and technologies.

Course Contents

Unit-I

Principles and Drivers of New Marketing Environment - Digital Media Industry - Reaching Audience Through Digital Channels- Traditional and Digital Marketing - Introduction to Online Marketing Environment - Dotcom Evolution - Internet Relationships - Business in Modern Economy - Integrating E-Business to an Existing Business Model - Online Marketing Mix - Mobile Marketing - Digital Signage; Social media marketing techniques.

Unit-II

Purchase Behavior of Consumers in Digital Marketing Format - Online Customer Expectations - Online B2C Buying Process - Online B2B Buying Behavior -Website Designing - Website Content - Forms of Search Engines – Working of Search Engines - Revenue Models in Search Engine Positioning – SEO - Display Advertising - Trends.

Unit-III

Product Attributes and Web Marketing Implications - Augmented Product Concept - Customizing the Offering - Dimensions of Branding Online - Internet Pricing Influences - Price and Customer Value - Online Pricing Strategies and Tactics – Time-based Online Pricing - Personalized Pricing - Bundle Pricing.

Unit-IV

Internet Enabled Retailing - Turning Experience Goods into Search Goods -Personalization through Mass Customization - Choice Assistance - Personalized Messaging - Selling through Online Intermediaries - Direct to Customer Interaction - Online Channel Design for B2C and B2B Marketing.

Unit-V

Integrating Online Communication into IMC Process - Online Advertising – Email Marketing - Viral Marketing - Affiliate Marketing - Participatory Communication Networks - Social Media Communities - Consumer Engagement - Co-Created Content Management-Interactive Digital Networks - Customer – Led Marketing Campaigns- Legal and Ethical aspects related to Digital Marketing.

Course Outcomes

1. Understand digital marketing methods and electronic commerce.
2. Understanding of systematic approach to developing Digital Marketing strategies and develop practical skills around implementing these new plans.
3. Understanding of online business models and delves into digital advertising and social media marketing techniques and technologies.
4. Understanding of how to reach your online target market and develop basic digital marketing objectives.

Recommended Textbook

1. Digital Marketing Excellence by Seema Gupta (Latest ed.)

Other Suggested Readings

1. Smith P R Chaffey Dave, E-Marketing Excellence: The Heart of E-Business, Butterworth Heinemann, USA
2. Strauss Judy, E-Marketing, Prentice Hall, India

MKT PE3 ADVERTISING MANAGEMENT [3 0 0]**Course Objectives**

The aim of this course is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising programme.

Course Contents**Unit-I**

Introduction to Advertising: Meaning & Definition of Advertising, History of Advertising, seven guideline to evaluate an advertising, objective & Importance of Advertising, Advertising and Brand Promotion.

Unit-II

Advertising Agency : Function & services of an advertising agency, Agency Setup, Type of Advertising, How an agency works, Advertising benefits the advertiser, Advertising benefits the consumer, Consumer Behavior , segmentation Marketing, positioning ad value, Advertising and Promotion, International Advertising Planning, Creativity & Brand Message, message strategy & structure ,Creative Development, Finance and billing, Agency -client relation.

Unit-III

Copywriting: Meaning , objective of ay copy , Requirements of copy, layout of copy, Planning an advertising campaign, Visualization ,advertisement: celebrity advertising and sponsorship/Event marketing Media strategy & outdoor media, sales promotion , point of purchase advertising; Print, TV, RADIO, advertising & the internet.

Unit-IV

Advertising Planning: Consumer Behavior , segmentation Marketing, positioning ad value, Advertising and Promotion, International Advertising Planning, Creativity & Brand Message, message strategy ,AAAI,AIDA Model, ASCI.

Unit-V

Advertising Media: Media strategy & outdoor media, sales promotion , point of purchase advertising, Print ,TV, RADIO, advertising & the internet, Role of media in advertising world.

Course Outcome

1. Ability to develop an effective advertising plan and present and defend it persuasively.
2. Assessment of the effectiveness of advertising and marketing communications initiatives.
3. Developing advertising and marketing communications material
4. Providing creative solutions to address advertising and marketing communications challenges.

Recommended Textbook

5. Aaker, David A etc. Advertising Management, New Delhi, Prentice Hall of India
OR
6. Any other book recommended by instructor.

Other Suggested Readings

1. Aaker, David A etc. advertising management. New Delhi. Prentice Hall of India
2. Beleh. George E and Beleh, Michael A Introduction to Advertising and Promotion. Chicaago, Irwin 1995
3. Borden, William H. Advertising New York, John Wiley
4. Hard, Norman The Practice of Advertising Oxford, Butterworth Heinemann
5. Kleppner, Otto Advertising Procedure Englewood Cliffs New Jersey, Prentice Hall Inc.
6. Ogilvy, David, Ogilvy on Advertising, London, Longman
7. Sengupta, Subroto, Brand Positioning, Strategies for Competitive Advantages, New Delhi, Tata McGraw Hill.

MKT PE4 BRAND MANAGEMENT [3 0 0]**Course Objective**

To understand the methods of managing brands and strategies for brand management.

Course Contents**Unit-I**

Introduction: Basics Understanding of Brands – Definitions - Branding Concepts – Functions of Brand - Significance of Brands – Different Types of Brands – Co branding – Store brands.

Unit-II

Brand Strategies: Strategic Brand Management process – Building a strong brand – Brand positioning – Establishing Brand values – Brand vision – Brand Elements – Branding for Global Markets – Competing with foreign brands.

Unit-III

Brand Communications: Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand ambassadors, celebrities – On line Brand Promotions.

Unit-IV

Brand Extension : Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching.

Unit-V

Brand Performance: Measuring Brand Performance – Brand Equity Management - Global Branding strategies - Brand Audit – Brand Equity Measurement – Brand Leverage -Role of Brand Managers– Branding challenges & opportunities.

Course Outcomes

1. Understanding of the key concepts and principles of branding.
2. Ability to conduct the measurement of brand equity and brand performance.
3. Ability to develop a brand, including positioning and communication.
4. Prepare a professional, logical and coherent report in the form of a brand audit.

Recommended Textbook

1. Strategic Brand Management by David Aacker.

Other Suggested Readings

1. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing, Prentice Hall, 3rd Edition, 2007.
2. Moorthi YLR, Brand Management – I edition, Vikas Publishing House 2012

MKT PE5 RETAILING MANAGEMENT [3 0 0]

Course Objectives

This course is aimed at providing students with a comprehensive understanding of the theoretical and applied aspects of retail management.

Course Contents

Unit-I

Retailing : Introduction to Retailing, Meaning, definition and features of retailing, functional activities of retailing, Retail Market, Global Retail Market, Development of retail in India, Challenges, Supply Chain & Logistic; Classification of Retailers : Retail Models & theories of retail development, Environmental Theory, Conflict Theory, Retail Life Cycle, Business Models, Factors influencing retail shopper, pricing policy, size of outlet and customer contact.

Unit-II

Retailing Strategies : Introduction, Strategic Plan & Analysis, Retail Value Chain, Franchising/ Licensing advantages & disadvantages. Franchising in India, Retail Store Location, Meaning of location, level of location decision and factor affecting the choice of market area or store location.

Unit-III

Store Design and Layout : Meaning of design and layout, exterior and interior design decision, importance of store layout, factors to be considered while designing the layout; Merchandise Management : Introduction, evolution, Role & Responsibilities, Merchandise planning, process and its implementation, forecasting, The Merchandise Mix, Overview of evaluating Merchandise performance.

Unit-IV

Human Resource Management for Retailing : A brief discussion of HRM functions for retail store
Retail Communication and Promotion : Retail marketing mix, Methods of communicating with the customers, Advertising, Design of Shop windows, Sales Promotion methods of sales promotion, Role of Lighting and fixtures, Retail Logistics, need for supply chain management.

Unit-V

Customer Relationship Management: Meaning and importance of customer relationship Management, Customer Relationship Management programmes; Retail Management Information Systems; Retail Audits; Online Retailing; Global Retailing; Legal and Ethical Issues in Retailing.

Course Outcome

1. Comprehensive understanding of the theoretical and applied aspects of retail management.
2. Evaluate current retailing trends based on consumer, legal and competitive environments.
3. Identify various retail opportunities and evaluate the strategies associated with each type of opportunity.

4. Distinguish and characterize the factors and management tools that retailers consider and use when developing their merchandise mix and retail audit.
5. Understanding of the retail stores layout designing and factors affecting store choices by consumers.

Recommended Textbook

To be recommended by instructor.

Other Suggested Readings

1. Levy IM. And Weitz B.A (2004), Retailing Management, 5th ed., Tata McGraw Hill.
2. Berman B. Evans J. R. (2004), Retail Management, 9th Edition, Pearson Education.
3. Bajaj C; Tuli R., Srivanstava N.V. (2005), Retail Management, Oxford University Press, Delhi.
4. Dunne P.M, Lusch R.F. and David A. (2002), Retailing, 4 th ed., South-Western, Thomson Learning Inc.

MKT PE6 INTEGRATED MARKETING COMMUNICATION [3 0 0]

Course Objectives

This course introduces students to the basic concepts of advertising and sales promotion and how business organisations and other institutions carry out such activities.

Course Contents

Unit-I

Introduction to Integrated Marketing Communication (IMC) - IMC as an Integral Part of Marketing.

Advertisement : Concept –definition-scope-Objectives-functions-principles of advertisement – Social, Economic and Legal Implications of advertisements – setting advertisement objectives – Advertisement Agencies – Selection and remuneration – Advertisement campaigns – case studies.

Unit-II

Advertisement Media: Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling. Design and execution of advertisements -Message development AIDA Model, Laivdge–Stenier Model of communication -Different types of advertisements – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio, T.V. and Web advertisements – Media Research – Testing validity and Reliability of ads – Measuring impact of advertisements – case studies.

Unit-III

Sales Promotion: Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion techniques – Trade oriented and consumer oriented. Sales promotion – Requirement identification – Designing of sales promotion campaign – Involvement of salesmen and dealers – Out sourcing sales promotion national and international promotion strategies – Integrated promotion; Online Marketing Communication Process - Setting Online Communication Objectives - Online Advertising - Online Sales Promotion - Online PR - Direct Marketing through Internet. - Impact of Consumer Generated Communication - Virtual Community Influence on IMC

Unit-IV

Public Relations: Introduction – Meaning – Objectives –Scope-Functions-integrating PR in to Promotional Mix Marketing Public Relation function- Process of Public Relations-advantages and disadvantages of PR-Measuring the Effectiveness of PR- PR tools and techniques. PR and Media Relations, - PR consultancy: Pros and Cons. - Discussion on opinion survey of PR in Public and Private 40 Enterprises. PR- Research, Evaluation, Counseling-Marketing Public Realtions (MPR)-Structure of Public Relations Department. Budgeting of PR. PR Agencies.

Unit-IV

Publicity : Introduction – Meaning – Objectives - Tools – Goals of Publicity – Scope of Publicity – Importance of Publicity – Difference between Marketing, PR and Publicity - Social publicity – Web Publicity and Social media – Publicity Campaigns

Course Outcome

1. Understanding of basic concepts of advertising and sales promotion and how business organisations and other institutions carry out such activities.
2. Ability to craft an oral and written integrated marketing communications plan, based on primary and secondary research;
3. Ability to construct IMC creative strategies and tactics, including digital & social media executions, advertising, promotions, and public relations initiatives.

Recommended Textbook

To be recommended by instructor.

Suggested Readings

1. George E Belch & Michel E Belch, Advertising & Promotion and Integrating Marketing Communication Perspective Tata McGraw Hill.
2. Clow, Baach, Integrated Advertising Promotion and Marketing Communication, Pearson Education. India.
3. Integrated Marketing Communications - Kenneth Clow & Donald Bach
4. Advertising and Promotions - Belch & Belch, Tata McGraw Hill
5. Advertising Management - Rajeev Batra, John G. Myers & David A Aaker-PHI
6. Otto Kleppner's advertising Procedure - PH
7. International Edition - Contemporary Advertising Irwin/McGraw -Hill
8. Integrated Marketing Communications - Duncon- TMH
9. Foundations of Advertising Theory & Practice- S.A.Chunawalla & K.C.Sethia- Himalaya Publishing
10. George E Belch and Michel A Belch, Advertising & Promotion, Tata McGraw Hill, 7th edition, 2010 2.
11. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education 7 th Edition, 2007.
12. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication. Prentice Hall of India, New Delhi, 2003.

MKT PE7 MARKETING CHANNEL [3 0 0]

Course Objectives

The goal of this course is to provide an in-depth understanding of marketing channels. Strong emphasis is placed on leadership dimensions of distribution strategy, and understanding and dissecting the behavioral dimensions of channel relations - the roles of channel members, their use of power, the conflicts that arise among them, their communication networks, and the challenges senior executives face in innovating and adapting their channel systems to changing market forces.

Course Contents

Unit-I

Marketing Channels – Definition, Nature and Importance of Marketing intermediaries; Different Forms of Channels - Functions of Marketing Channels - Unconventional Channels - Channels for Consumer Goods, Industrial Goods and Services – Integrated Marketing Channels – Horizontal, Vertical, Multi Channel Marketing Systems.

Unit-II

Wholesale and Retail Structure, Retail/Distributor Management, Complex Distribution Arrangement (Structural Separation and Postponement), Channel Strategy and Channel Design, Selection, Motivation and Evaluation of Intermediaries, Managing Channel Dynamics, Channel Conflict; Ethical and Legal Issues in Sales and Distribution Management in Indian context.

Unit-III

Channel Selection Process and Criteria, Channel Conflicts and Resolution - Channel Effectiveness Evaluation - International Marketing Channels; Channel Analysis, Managing Channel Flows; Channel Alignment; Closing Channel Gaps; Hybrid Channels.

Unit-IV

Channel Governance & Control Integration, Outsourcing, and Franchising; Channel Efficiency; Channel Performance Metrics

Unit-V

Backward and Forwards Channel Integration in agriculture and food business.

Course Outcome

1. Understating of the factors to be taken into account in the design and management of an integrated channel.
2. Assess and demonstrate how marketing channels relate to the other strategic variables in the marketing mix.
3. Outline the individual business logistics components.
4. Appreciate the role of the channel in creating and sustaining competitive advantage

Recommended Textbook

Marketing channels a management view by Rosenbloom (Latest ed.)

Suggested Readings

1. Anne T. Coughlan , Erin Anderson, Louis W. Stern, Adel I. El-Ansary, Marketing Channels, 7th edition, (Englewood Cliffs, NJ: Prentice-Hall, Inc. 2006)
2. "Marketing Channels", by Anne T. Coughlan, Erin Anderson, Louis Stern, and Adel I. El-Ansary, 7th edition, Upper Saddle River, NJ: Prentice Hall Publishers, 2006
3. Future of Avon's China: Direct Sales, Retail Sales or Both HKU705-PDF-ENG GINO SA: Distribution Channel Management
4. Herman Miller-Channel Influence & Brand Experience

MKT PE8 SERVICE MARKETING [3 0 0]**Course Objectives**

This course aims at enabling students to apply marketing concepts and principles to the unique challenges and opportunities of services marketing to create customer value.

Course Contents**Unit-I**

Introduction to Services Marketing: Services Marketing – Characteristics – Classification of services – Role of services in economy – Factors stimulating the transformation of service economy – Growth of services in Indian economy – Differences between Goods and Services Marketing.

Unit-II

Customer Behaviour & Strategic Issues: Customer decision making – Customer expectations and perceptions – Components of customer expectations – Service encounters – High contact services and Low contact services – Market segmentation and Targeting – Positioning and differentiation of services – Managing demand and capacity.

Unit-III

Services and the Marketing Mix: Traditional marketing mix applied to services – Inadequacy of 4Ps – Developing service concepts – Service Product Development – Branding of services – Pricing of services – Educating customers and Promoting services – Managing People for service advantage - Difference between mediocrity and success – Process in services, Service Blueprinting – Crafting the service environment – Servicescape – Physical Evidence.

Unit-IV

Managing Relationships and Service Quality: Relationship Marketing and Building loyalty – Achieving Service Recovery – Service quality and its significance – Measuring service quality – Service quality gap model SERVQUAL – Strategies for improving service quality – Monitoring service quality.

Unit-V

Marketing Services – Specific Industries: Tourism, Travel & Transportation Services Marketing – Marketing of Financial Services: Banking, Insurance, Mutual Funds – Communication and Information Services: Telecom, Courier – Media Services – Professional Services Marketing: Healthcare, Consultancy, Information Technology, Advertising – Marketing of Educational Services – Charities Marketing.
Services in Global Perspective: International marketing of services; Recent trends; Principal driving force in global marketing of services; Key decisions in global marketing; Services strategy and organizing for global marketing.

Course Outcomes

1. Understand and explain the nature and scope of services marketing and present about this in a professional and engaging manner;
2. Assessing service performance using company examples and report on this in a professional, logical and coherent way;

3. Identify and discuss characteristics and challenges of managing service firms in the modern world including cultural implications;
4. Discuss key linkages between marketing and other business functions in the context of designing and operating an effective service system.
5. Work effectively and efficiently in a team addressing services marketing topics.

Recommended Textbook

To be recommended by the instructor.

Other Suggested Readings

1. Zeithaml V. A. and Bitner M. J. (2003), Services Marketing, 3 rd Edition, Tata McGraw Hill, Delhi.
2. Lovelock C. H. & Wirtz, J. (5th ed., 2004). Service Marketing: People, Technology, Strategy. Pearson Education.
3. Hoffman, K. D. J. & Bateson, E.G. (2003), Essential of Service Marketing: Concepts Strategies and Cases, Thomson South Western.
4. Kurtz D. L. and Clow K. E. (2003). Services Marketing. Biztantra, New Delhi.

MKT PE9 CONSUMER BEHAVIOUR [3 0 0]

Course Objectives

The basic objective of this course is to develop and understanding about the many aspects of consumer behaviour and its applications in marketing.

Course Contents

Unit-I

Introduction to Consumer Behaviour; Consumer Behaviour and marketing Strategy, Methods of consumer research, Applications of consumer behaviour knowledge in marketing. Contributing disciplines and area like psychology, social psychology, economics, anthropology etc. Diversity of consumers and their behaviors. Profiling the consumer and understanding their needs. Segmentation, Consumer Decision making process and decision making roles Information Search Process; Evaluative criteria and decision rules. Are consumers Rational or emotional. Involvement theory and applications.

Unit-II

Consumer needs, theories of Motivation and their applications. Process theories and content theories. Personality and self concept. Theories of personality. Trait theory and measurement. Motivational Research. Perception. Thresholds of perception, Subliminal perception, Perceptual process dynamics. Positioning methods and measurement. Perceptual mapping methods, multi dimensional scaling. Consumer imagery.

Unit-III

Learning theories and their applications, Brand loyalty, Brand extensions. Conditioning theories, Cognitive learning theories. Attitudes and Attitude Change; Concept and measurement of attitudes. Strategies of attitude change.. Attribution theory and Cognitive dissonance. Persuasion and persuasibility.

Unit-IV

Self Concept. Concept of Multiple Selves. Development of the self. Image Congruence assumptions . Social Comparison theory . Self-esteem. Body image and body esteem. Fashion, Cosmetics and Conspicuous consumption. Psychographics and Lifestyle; Reference Group Influence; Theory of reference group and applications . Endorsements and reference group influence.

Culture, the concept meaning and measurement Content analysis. Values and beliefs, Rituals, Customs, Tradition, Symbol and influence in consumption. Consumer learning of culture.. Consumer Socialization. Semiotics. Subcultures and Cross Cultural issues in marketing.

Unit-V

Marketing, consumer behaviour and society. Consumption and persuasion-Issues of manipulation and long term impacts on society and children. . Consumer materialism. Consumer behaviour knowledge for public policy.

Course Outcomes

1. Identify the major influences in consumer behaviour
2. Distinguish between different consumer behaviour influences and their relationships
3. Establish the relevance of consumer behaviour theories and concepts to marketing decisions

4. Implement appropriate combinations of theories and concepts
5. Recognise social and ethical implications of marketing actions on consumer behaviour
6. Use most appropriate techniques to apply market solutions

Recommended Textbook

1. Consumer Behaviour by Loudon & Bitta (latest ed.)

OR

2. Consumer Behaviour by Schiffman (Latest ed.)

Suggested Readings

1. Assael, H. Consumer Behaviour and marketing Action. Ohio, South Western
2. Engle, J F etc. Consumer Behaviour, Chicago, Dryden Press
3. Howard, John A etc. Consumer Behaviour in marketing Englewood Cliffs, New Jersey, Prentice Hall Inc.
4. Hawkins, D I etc. Consumer Behaviour Implications for Marketing Strategy. Texas. Business
5. Mowen, John C. Consumer Behaviour , New York, MacMillan
6. Schiffman, L G and Kanuk, L L Consumer Behaviour New Delhi, Prentice Hall of India

ELECTIVE COURSES IN FINANCE

FIN PE1 SECURITY ANALYSIS AND INVESTMENT MANAGEMENT [3 0 0]

Course Objectives

The basic objective of the course is to acquaint the students in respect to the investment decisions related to financial assets, the risks and the returns involved, to make aware about the functioning of securities market alongside the theories and concepts involved in portfolio management.

Course Contents

Unit-I

Investment: Meaning, Nature and Scope, Decision Process; Environment; Investment Risks – Interest Risk, Market Risk, Inflation Risk, Default Risk, etc; Valuation of Securities, Notion of Dominance.

Unit-II

Techniques of Risk Measurement and their Application and Portfolio Evaluation. Concept of Beta, Classification of Beta-Gearred and Ungeared Beta, Project Beta, Portfolio Beta, Securities Market line, Capital Market Line, Portfolio Revision, Portfolio Reconstruction.

Unit-III

Security Analysis: Fundamental Analysis; Economy, Industry and Company Analysis; and Technical Analysis; Efficient Market Hypothesis; Dow Jones Theory; Measurement of Systematic and Unsystematic Risk.

Unit-IV

Portfolio Analysis, Portfolio Selection and Portfolio Theories – Markowitz Model and Capital Assets Pricing Model.

Unit-V

Portfolio Revision and Performance Evaluation of Managed Portfolios; Sharp Ratio; Treynor Ratio; Jensen's Alpha.

Course Outcomes

1. Understand the various alternatives available for investment.
2. Understand the relationship between risk and return.
3. Measuring risk and return.
4. Knowledge of different valuation models to evaluate fixed income securities, stocks, and how to use different derivative securities to manage their investment risks
5. Knowledge and skills to analyze companies for investment purposes.
6. Knowledge of the various strategies followed by investment practitioners.

Recommended Textbook

1. Investment Analysis and Portfolio Management by Chandra Prasanna Tata McGraw

Hill, New Delhi. 9latest ed.)

Other Suggested Readings

1. Bhalla, V.K. (9th ed., 2003). Investment Management; Security Analysis and Portfolio Management. S. Chand & Co. Ltd.

FIN PE2 MANAGEMENT OF FINANCIAL SERVICES [3 0 0]

Course Objective

This course is intended to familiarize the students with the various financial services and their role in the financial system.

Course Contents

Unit-I

Overview of Financial services sector – Characteristics of Financial services – role of financial services sector in the Economy – Institutional Framework of Indian financial system, Role and Functions of NBFCs, RBI guidelines on NBFCs.

Unit-II

Merchant banking: functions of merchant bankers – SEBI guidelines on merchant bankers. Leasing-Types: Hire purchase.

Unit-III

Factoring: concept, mechanism, types of factoring, benefits and functions of factoring – factoring Vs Forfeiting, Factoring Vs Bills Discounting – Factoring: International and Indian scenario. Depositories – mechanism and functions – credit cards and retail financing.

Unit-IV

Mutual funds: concept – functions – types of funds – constitution of mutual funds – SEBI regulation of AMCs – Evaluating mutual fund performance. Asset securitization.

Unit-V

Credit rating: features and advantages – credit rating process. Venture capital: meaning – origin and growth of venture capital – stages of venture capital financing – venture capital industry in India.

Course Outcomes

1. Knowledge and management of financial products and services.
2. Knowledge about banking, insurance, investments and merchant banking activities.
3. Knowledge and application of project appraisal, leasing, factoring, capital structure decisions, mergers and acquisitions.
4. Knowledge and application about venture capital, securitization, commodities and derivative markets, portfolio management, international finance.

Recommended Textbook

1. Financial Service by M.Y. Khan, Tata McGraw Hill Publication Limited, New Delhi

Other Suggested Readings

1. Shanmugham R, Financial Services, Wiley India Pvt. Ltd., New Delhi, 2010.
2. Bhole L.M and Jitendra Mahakud., Financial Institutions and Markets: Structure, Growth and Innovations, Tata McGraw Hill Publication Limited, New Delhi.
3. Dr. Roshna Varghese & Dr. K. Sreeranganadhan, Corporate Disclosure by Indian Companies, Serals Publications, New Delhi.

FIN PE3 BANK MANAGEMENT & INSURANCE [3 0 0]

Course Objective

To provide an in-depth understanding of the banking in the liberalized Indian economy and familiarize the students with the regulating framework for banks, and banking practices and processes. Besides, the students will be able to understand the concept of insurance and insurance services.

Course Contents

Unit-I

Evolution of Commercial Banks-Banking System-Structure of Commercial Bank-RBI Role & functions- Method of Credit Control-- Banking Regulation ACT –Recent trends in Indian Banking Sector.

Functions of Commercial Banks- Agency Services –General utility services-Credit Creation-Banker–Customer Relationship-Bankers as a trustee & an Agent-Appropriation of Payment-Right of Lien &Set off– Garnishee Order-Law of Limitation.

Unit-II

Banking Technology; Electronic Banking-Core Banking –Distribution Channels- Remittance Facilities &Clearing System-Online Banking Electronic Fund Transfer System- RTGS, SWIFT.

Evaluating Banking Performance –ROE Model- CAMEL Rating-GAAP Probability Analysis- Balance Score Card-Asset Liability ManagementNPA- BASEL Norms.

Unit-III

International Banking- Types-Offshore Banking- Bank for International Settlement (BIS)- London Inter Bank Offered Rate (LIBOR) -Bank Accounts- NOSTRO,VOSTRO, LORO, Indian Rupee & Foreign Currency Accounts- EXIM Bank – Facilities to Exporters & Importers.

Unit-IV

Concept of risk- risk identification and evaluation- risk management techniques- risk avoidance- loss control- risk retention-risk transfer, the nature of insurance- principle of insurance contract- requirements of an insurance contract; Life, health and income insurance - types of life insurance- life insurance contract provisions- loss of health – health insurance policies disability income insurance- annuity scheme- pension schemes structure and characteristics

Unit-V

Market structure of insurance services- functions of insurers-reinsurance – types of insures-channels of distribution of insurance services- regulation of insurance services-IRDA – Role, duties and powers- liberalisation of insurance services in India.

Course Outcomes

1. Understanding of the concept of central banking system.
2. Knowledge on Reserve Bank of India and its legal framework and structure.
3. Knowledge of the reserve bank policies and functions.
4. Understanding of banking practices, technology and processes.
5. Understanding of concept of risk and insurance and insurance services.

Recommended Textbook

1. Financial Service by M.Y. Khan, Tata McGraw Hill Publication Limited, New Delhi

Other Suggested Readings

1. Institute of Banking & Finance, Principles and Practice of Banking, McMillan publishers, New Delhi
2. Muraleedharan D, Modern Banking-Theory and Practice', PHI Learning Pvt. Ltd.
3. Shekhar K C & Lekshmy Shekar, Banking Theory and Practice, Vikas Publication House, New Delhi.
4. George E. Rejda, Principles of Risk Management and Insurance, Pearson Education.
5. Harold D Skipper, W. Jean Kwon- Risk Management and Insurance- Perspectives in a Global Economy, Blackwell Publishing.
6. M N Mishra, S B Mishra- Insurance Principles and Practice- S Chand. Publishing, New Delhi.

FIN PE4 CARBON FINANCE [3 0 0]

Course Objective

This course is designed to help students understand the financial implications of climate change. It is specifically designed for students planning a career in a climate change-related field (such as clean tech or energy companies, non-profit or government organizations) who want to understand the application of the relevant financial tools.

Course Contents

Unit-I

Climate Change Science and Introduction to Carbon Finance: What is the problem, and how can carbon finance address it?

Emissions Trading: The basic financial tool for solving environmental problems.

Unit-II

The Kyoto Protocol and the Clean Development Mechanism: International treaties and market based mechanisms; credit trading systems.

The EU Emissions Trading System: Allowance trading systems and the EU-ETS's successes and shortcomings; Corporate and Voluntary Action: Thought-leaders voluntarily taking action in advance of mandated operational changes.

Unit-III

Renewable Energy and Project Finance: How can we increase the availability of renewable energy through project financing initiatives?

Clean tech and Venture/Growth Capital: What are technology's "silver bullets" and how will they be funded?

Unit-IV

Public Finance Mechanisms: How can public-private partnerships successfully further the transition to a low-carbon economy?

Forestry and Sequestration: How can we finance avoided deforestation and carbon sinks?

Unit-V

U.S. and India Policy, the Kyoto Protocol Post-2012 and Corporate Strategy: What policies are likely? How can businesses manage this challenge?

Evaluating investment opportunities in start-up companies with the dual objectives of creating a profitable business and reducing emissions of greenhouse gases.

Course Outcomes

1. Understand the financial implications of climate change.
2. Understanding of how increase the availability of renewable energy through project financing initiatives.
3. Knowledge and understanding of Clean Development Mechanism, International treaties and market based mechanisms.

4. Understanding of how to create profitable business and reducing emissions of greenhouse gases.

Recommended Textbook

To be recommended by instructor.

Suggested Readings

Study materials to be provided by course instructor.

FIN PE5 INTERNATIONAL FINANCIAL MANAGEMENT [3 0 0]

Course Objective

The course aims to acquaint the students with complexities and issues in financial management of a multinational firm. This course will help students to understand various analytical tools and techniques for financial decision making in a global setting.

Course Contents

Unit-I

Global Financial Environment: Overview, International Monetary System: Exchange Rate Regimes, IMF, Euro Currency Market, EURO Market, Capital Market, Role of Finance Manager in Global context, Balance of Payments : Understandings, Analysis & Interpretation.

Unit-II

Foreign Exchange Market: Nature, Structure, Types of transactions, Exchange rate quotation & Arbitrage, Spot & Forward, Foreign Exchange Market in India: Nature, Structure, Operations & Limitations.

Unit-III

Exchange Rate Determination: Structural Models of Exchange Rate Determination, Exchange Rate Forecasting, The Exchange Rate of Rupee.

Unit-IV

Foreign Exchange Risk Exposure: Types of Risk, The Risk management Process: Hedging, Swaps, Futures, Options, Types of Derivatives, Role SEBI

Unit-V

Foreign Investment Decision: International Project Appraisal, Exchange Rate Risk & Cost of Capital, International Joint Ventures, A review of NPV Approach, Repositioning of Funds, FDI & FII in India.

Course Outcomes

1. Understand complexities and issues in financial management of a multinational firm.
2. Understand various analytical tools and techniques for financial decision making in a global setting.
3. Understand the global financial strategies of companies and the source of finance for new innovative products.
4. Understand the global financial forces that determine the value of major currencies such as the US dollar, the Euro and the Yen and the way a business plan should be developed to mitigate unpredictable fluctuations in currency values.
5. Manage business and financial aspects of large multinational companies and ensure their survival in an interconnected global financial system.

Recommended Textbook

To be recommended by instructor.

Other Suggested Readings

1. Apte, P.G. – International Financial Management (Tata Mcgraw–Hill)
2. Sharan – International Financial Management (Prentice–Hall)
3. Vij M – International Financial Management (Excel Books)
4. Shapiro – Multinational Financial Management (Prentice–Hall)

FIN PE6 CORPORATE TAXATION [3 0 0]**Course Objective**

The basic objective of this course is to provide an in-depth insight into the concept of corporate tax planning and to equip the students with a reasonable knowledge of tax planning devices. The focus is exclusively on income tax.

Course Contents**Unit-I**

Introductory: Definitions, Residential status, Heads of Income, Computation of Taxable Income.

Unit-II

Taxation of Companies: Special Provisions in Computation of Profits from Business, Deductions from Gross Total Income, Amalgamations of Companies and fiscal Incentives, Minimum Alternate Tax on Companies, Special Provisions relating to Tax on Distributed Profits of Domestic Companies.

Unit-III

Tax Planning: Concepts relating to Tax Avoidance and Tax Evasion, Tax Planning with reference to: Location of Undertaking, Type of Activity, Ownership Pattern, Dividend Policy, Issue of Bonus Shares, Inter Corporate Dividends and Transfers, Tax Planning relating to: Amalgamations and Mergers of Companies.

Unit-IV

Tax considerations in respect of specific managerial decisions like Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Markets or Exports, Capital Budgeting Decisions, Managerial Remuneration, Foreign Collaboration and Joint Ventures.

Unit-V

Tax Management: Filing of Returns and Assessments, Penalties and Prosecutions, Appeals and Revisions, Advance Tax, TDS, Advance Rulings, Avoidance of Double Taxation Agreements.

Course Outcomes

1. Understand concept of corporate tax planning and knowledge of tax planning devices.
2. Practical aspects of tax planning as an important managerial decision-making process.
3. Knowledge of techniques for taking tax-sensitive decisions.
4. Knowledge of current topics/debatable issues involving direct and indirect taxation and tax management.

Recommended Textbook

To be recommended by instructor.

Other Suggested Readings

1. Ahuja, G. K. & Gupta, Ravi, Systematic Approach to Income Tax. Allahabad, Bharat Law House.
2. Bhagwati Prasad, Direct Taxes Law & Practice, Wishwa Prakashan.

3. Kanga, J. B. and Palkhivala, N. A., Income Tax, Bombay, N. M. Tripathi.
4. Singhania, V.K. Direct Taxes: Law and Practices. Delhi, Taxman.
5. Srinivas E. A., Handbook of Corporate Tax Planning, New Delhi, Tata McGraw Hill.

FIN PE7 FINANCIAL DERIVATIVES [3 0 0]

Course Objectives

The objective of this course is to give an overview of the fundamentals of financial derivatives. This course introduces financial derivatives, such as forwards, futures, swaps, and options.

Course Contents

Unit-I

Sources and Types of business risk –Implications of business risk-risk perception of individuals and institutions-Alternatives for managing financial risk –diversification –reinsurance –contingency contracts Derivatives in the Indian Context – Trading infrastructure.

Unit-II

Risk Management using derivatives- Forwards and Futures –Commodity Futures- Financial Derivatives- Stock Futures and Index Futures – Interest Rate Futures – Currency Futures –Designing Futures Contracts – Hedging Positions in Futures.

Unit-III

Stock options – Basic Properties of Options –Stock and Index Options Valuation–Sensitivity of Option Prices - Binomial Option Pricing – Black and Scholes Option Pricing using Black and Scholes Formula-Trading strategies using options –Hedging Positions in Options - Synthetic options and portfolio insurance.

Unit-IV

Interest rate swaps; forward rate agreements and interest rate futures.

Unit-V

Accounting and Administration of Derivatives - Regulation of derivatives activity.

Course Outcomes

1. Knowledge and understanding of the fundamentals of financial derivatives such as forwards, futures, swaps, and options.
2. Awareness and implications of financial derivatives for risk minimization and trading benefits.
3. Formulation of real time option combinations strategies as a retail trader and assessment of pay-offs.

Recommended Textbook

To be recommended by instructor.

Other Suggested Readings

1. John C Hull "Fundamentals of Futures and Options Markets," Pearson, seventh edition.

2. Elton Edwin J and Gruber Martin J, Modern Portfolio Theory and Investment Analysis, John Wiley & Sons,
3. Russel Fuller , Modern Investments and Security Analysis, McGraw Hill.

FIN PE8 RISK MANAGEMENT AND INSURANCE [3 0 0]**Course Objective**

This course is intended to develop an understanding among students about identifying analyzing and managing various types of risk. Besides, the students will be in a position to understand principles of insurance and its usefulness in business.

Course Contents**Unit-I**

Concept of Risk, Types of Risk, Managing Risk, Sources and Measurement of Risk, Risk Evaluation and Prediction. Application of Statistical Techniques in Risk Avoidance. Disaster Risk Management.

Unit-II

Risk Retention and Transfer, Pooling, Loss Exposure, Legal Aspects of Insurance Contract, Principle of Indemnity, Estoppels, Endowment, Insurance.

Unit-III

Concept of Insurance, Need for Insurance, Insurance Industry in India, Globalization of Insurance Sector, Role of IRDA, Regulation of Risk Reduction by IRDA. Reinsurance, Coinsurance, Assignment.

Unit-IV

Nature of Insurance Contract, Utmost Good Faith, Insurable Interest, Types of Insurance, Fire and Motor Insurance, Health Insurance, Distinction between Life Insurance and Marine Insurance.

Unit-V

Control of Malpractices, Negligence, Loss Assessment and Loss Control, Exclusion of Perils, Actuaries, Automobile Insurance, Computation of Insurance Premium

Course Outcomes

1. Identifying analyzing and managing various types of risk.
2. Understand principles of insurance and its usefulness in business.
3. Identify insurance products and describe corporate risk management strategies.
4. Describe how to mitigate and finance loss exposures using alternative risk management techniques.
5. Illustrate decision making for the operation of insurance and related financial service sector firms.
6. Identify, measure, and manage risk and exposure to catastrophe losses.

Recommended Textbook

To be recommended by instructor.

Other Suggested Readings

1. Gupta P.K (2004). Insurance and Risk Management. Himalya Publishing House
2. Mishra, M.N. (2004). Principles and Practices of Insurance. S. Chand and Co.
3. Panda, G.S. (2004). Principles and Practices of Insurance. Kalyani Publications
4. Risk Management and Insurance By Scott Harrington and Gregory Niehaus. Tata McGraw Hill, (2nd ed., 2004)
5. Jeevanandam, C. (2005). Risk Management. Sultan Chand and Sons
6. Principles of Insurance. Insurance Institute of India (2003).

ELECTIVE COURSES IN INTERNATIONAL BUSINESS

IB PE1 INTERNATIONAL BUSINESS ENVIRONMENT [3 0 0]

Course Objective

The purpose of this paper is to enable the students learn nature, scope and structure of International Business, and understand the influence of various environmental factors on international business operations.

Course Contents

Unit-I

Introduction to International Business: Importance, nature and scope of International business; Modes of entry into International Business; Internationalization process and managerial implications; Multinational Corporations and their involvement in International Business; Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances.

Unit-II

International Business Environment: Economic, Political, Cultural and Legal environments in International Business. Framework for analyzing international business environment; Balance of Payment Account: Concept and significance of balance of payments account; Current and capital account components and accounting system; Balance of payment deficits and correction policies.

Unit-III

Global Trading and Investment Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Foreign investments-Pattern, Structure and effects; Movements in foreign exchange and interest rates and their impact on trade and investment flows.

Unit-IV

International Economic Institutions and Agreements: WTO, WTO and Developing Countries, IMF, World Bank, UNCTAD, International commodity trading and agreements.

Unit-IV

Regional Economic Groupings in Practice: Levels of Regional Economic Integration; Regionalism vs. Multilateralism; Important Regional Economic Groupings in the World; Contemporary Issues in International Business: Labour and Environmental Issues.

Course Outcomes

1. Understanding of how international factors affect domestic concerns
2. Understand the influence of various environmental factors on international business operations
3. Understand the regional economic integration and economic and political integration;
4. Understand the the main institutions that shape the global marketplace;
5. Understand the the key legal issues related to businesses operating in other countries;

6. Cognitive knowledge of global issues; interpersonal skills with individuals from various cultures, and social responsibility awareness on global issues.

Recommended Textbook

1. International Business Text & Cases by Francis Cherunilam (Latest ed.)

Other Suggested Readings

1. Bennet, Roger, International Business, Financial Times, Pitman Publishing, London.
2. Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi.
3. Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth.

IB PE2 INTERNATIONAL TRADE AND POLICY FRAMEWORK [3 0 0]**Course Objectives**

The paper aims at acquainting the students with the theoretical foundations of international trade and enabling them to learn the pattern, structure and policy framework of India's foreign trade.

Course Contents**Unit-I**

Theoretical Foundations of International Trade: Reasons for international trade: Mercantilist and neo-mercantilist view; Theories of international trade: Absolute and comparative advantage theories: Modern theories of trade; Gains from trade; Foreign trade multiplier; Terms of trade.

Unit-II

Direct Investment: FDI in the world economy, The Political Economy of FDI, Cost and Benefit of FDI to Host and Home Countries, Government Policy Instruments and FDI; Foreign debt situation; Instruments of Commercial Policy: Tariffs quotas and other measures and their effects; Arguments for and against protection; Trade regulations and WTO; Trade policy and developing countries.

Unit-III

Factor Movements and International Trade in Services: Capital flows-Types and theories of foreign investments, Barriers to foreign investments; Labour migration; Theory of international trade in services.

Unit-IV

Regional Economic Integration: Levels of Regional Economic Integration; Free trade area, customs union, economic union, and common market; Trade creation and diversion effects, NAFTA, EU, SAARC, ASEAN.

Unit-V

Policy Framework and Promotional Measures: India's foreign trade and investment policy; Policy making body and mechanism; Export promotion measures and infrastructure support – export and trading, houses, export promotion schemes and incentives; Institutional arrangements for export promotion; Export processing/special economic zones, 100% EOUs.

Course Outcomes

1. Theoretical foundations of international trade and enabling them to learn the pattern, structure and policy framework of India's foreign trade.
2. Understanding about global trading regime and describe different approaches to trade and development, evaluating the role of law and policy in promoting trade including FDI.
3. Understanding of global trading system's treatment of economic development, including the history of trade and development in the GATT & WTO.
4. Understand the importance of Regional Economic Integration specifically NAFTA, EU, SAARC, ASEAN.

Recommended Textbook

To be recommended by instructor.

Other Suggested Readings

1. Economic Survey, Govt. of India.
2. Export-import Policy and Other Documents, Govt. of India.
3. Hazari, R. Bharat, Micro Economic Foundations of International Trade, Croom Helm, London and Sydney.
4. Letiche, John M., International Economics: Policies and Theoretical Foundations, Academic Press, New York.
5. Mannur, H.G., International Economics, Vikas Publishing House, New Delhi

IB PE3 INTERNATIONAL FINANCIAL SYSTEM [3 0 0]

Course Objectives

The objective of this paper is to equip the students with an understanding of the international financial system, its evolution and growing importance as well as challenges thrown up by increasing globalization of finance

Course Contents

Unit-I

Introduction: Growing importance of international finance, costs of international investment crisis and contagion. Balance of Payments-current account, capital account, official reserve account, J curve, forex reserves-costs and benefits. BOP trends in major countries, persistent current account deficits and surpluses among nations (Global Imbalances) and their repercussions. Shifting global dominance of the U.S.A., Growing importance of a unified Europe and emerging Asia.

Unit-II

International Monetary System: Evolution of the international monetary system, bimetallism, Gresham's Law, classical gold standard, its strengths and weaknesses, inter war period, Bretton woods system, Triffin's Paradox, special drawing rights, flexible exchange rate regime, present arrangements including dollarization. The European Monetary Union and its costs and benefits. Fixed versus floating exchange rate systems.

Unit-III

Exchange Rate Determination and Forecasting: Measuring exchange rate movements and volatility, factors influencing exchange rates, Government intervention-direct and indirect intervention and sterilized and non-sterilized intervention. Interest Rate Parity, covered and uncovered interest arbitrage, Purchasing Power Parity-absolute and relative, Fisher Effect and International Fisher Effect. Forecasting Exchange Rates- Technical Approach, Fundamental Approach and Efficient Market Approach.

Unit-IV

International Financial Markets: Forex Markets; spot market, direct and indirect exchange quotations, bid ask spread, cross exchange rates, forwards, futures and options market. International money markets, international credit markets, international bond markets and international stock markets. Regulatory asymmetry and its implications.

Unit-V

International Banking: Offshore banking and offshore currency trading, factors contributing to the growth of international banking and Eurocurrency trading, regulatory asymmetry, shadow banks. Bank failure and safety nets, Problem of moral hazard and systematically important financial institutions. Problems in regulating international banking, regulatory arbitrage. BIS and Basel Committee-issues and challenges.

Financial Crisis: Financial flows to developing countries, Problem of original sin, crisis in the Latin American countries, growth and crisis in Asia, contagion. Capital mobility-the trilemma of the exchange rate regime. Lessons from the crisis. Role of International financial institutions like IMF and World Bank. Securitization and the financial crisis of U.S.A. (2008-09), role of credit rating agencies. Euro zone crisis and other contemporary issues.

Course Outcomes

1. Knowledge of how international financial markets work.
2. Understanding of exchange rates and why currency values fluctuate.
3. Knowledge of methods used to manage risk in the global markets.
4. Understanding of the process and techniques used to make international investment decisions.
5. Understanding about financial crises, crises management and role of various international institutions.

Recommended Textbook

To be recommended by instructor.

Other Suggested Readings

1. Levi D, Maurice, International Finance, Routledge.
2. Krugman, Paul R., Obstfeld, Maurice and Melitz, Marc, International Economics, Pearson Education.
3. Madura, Jeff, International Corporate Finance, South-Western/Cengage learning.
4. Eun, Cheol S. and Resnick, Bruce G., International Financial Management, Tata McGraw- Hill.

IB PE4 INTERNATIONAL TRADE PRACTICES, PROCEDURES &
DOCUMENTATION [3 0 0]

Course Objectives

The objective of this paper is to acquaint the students with the trade practices, procedures and documentation of international trade.

Course Contents

Unit-I

EXIM Policy Framework and Foreign Exchange Regulations: Legal framework, Objective of EXIM policy; Policy overview – Facilities and restrictions; Getting started in export business; Legal framework in India – FEMA- Origin and objectives, Main provision of FEMA; Other relevant acts.

International Trade Terms and Trade Finance: Trade contract and trade terms; Trade terms and need for standardization; INCO terms, Concept of Contract and formation of contract; Sources and schemes of trade finance; Pre and post-shipment export credit schemes and methods of financing; Packing credit advance details; Post-shipment advance; Import financing.

Unit-II

Export Payment Terms: Credit risk management and payment terms; Main features of payment terms-Advance payment, open account, documentary collection, documentary credit – Documentary collection –DP and DA process and operation; Letter of credit and parties involved; Process of opening and advising LC, Types of LC; Process and operation; UCPDC-Major clauses; Consignment sale.

EXIM Operations and Documentation: Trade operations and documentation; Documentation areas and dimensions; Nature and characteristic features of Exim documents; EDI and ADS documentation.

Unit-III

Risk Management: Cargo Risk and Credit Risk: Nature of transit risk; Contract of cargo insurance; Parties involved – Insurer/assured, Indemnity and insurable value; Principles of Insurance; Perils and losses; Insurance policy and certificate; Cargo loss claims – Procedure and documentation; Export credit insurance – Concept and importance; Role of Export Credit Guarantee Corporation (ECGC); Covers issued by ECGC; Financial guarantees; Coverage of commercial and political risks – procedures and documentary requirements.

Unit-IV

Export Clearance: Central Excise Clearance and Custom Clearance: Excise duty – Definition, rationale, stages of levying and collection; Meaning of manufacturing; Type of duties; Legal framework – Central Excise Act and Rules, Central Excise Tariff Act; Valuation; Options of refund and movement in bond – Rules 12, 13 and 14; Procedures and documentary requirements. Export Custom Clearance Procedure.

Import Custom Clearance: Legal framework – Customs Act 1962; Customs Tariff Act 1975; Foreign Trade (Development and Regulations) Act 1992; Valuation and types of duties and Harmonised System of Nomenclature; Documentation requirements and document processing; Physical examination of goods; Concept of Bills of Entry; EDI and customs operations.

Unit-V

Export Incentives and Promotional Schemes: Duty Drawback: Concept and rationale; Monitoring authority; Types and mechanism; Settlement of claims under EDI and Manual System; Procedure and documentation; EPCG, Duty Exemption and Remission Schemes; Promotional Schemes like MDA/MAI/FMS/FPS. etc.

Course Outcomes

1. Evaluate and justify the various documents for processing export and import orders.
2. Understand the implications of foreign trade policy.
3. Evaluate the legal implications in the area of exports and imports
4. Assess the various terms and conditions of export finance
5. Develop the ability to critically examine the EXIM policy framework
6. Understand the role of govt. & semi-govt. organizations.
7. Understand how to export strategically as an entrepreneur.
8. Documentation of international trade.

Recommended Textbook

To be recommended by instructor.

Other Suggested Readings

1. Customs and Excise Law, various issues.
2. Excise Law Times, various issues.
3. Ministry of Commerce, Export import Policy, Government of India, New Delhi.
4. Ministry of Commerce, Handbook of Procedures, Volumes I and II, Government of India, New Delhi.
5. Ram, Paras, Exports: What, Where and How? Anupam Publications, New Delhi.

IB PE5 INTERNATIONAL SUPPLY CHAIN MANAGEMENT AND LOGISTICS [3 0 0]

Course Objectives

The objective of this paper is to acquaint the students with the concepts and tools of supply chain management and logistics as relevant for an international firm.

Course Contents

Unit-I

Basic Framework: Concept of supply chain management (SCM); SCM and trade Logistics; Business view of SCM; Push and pull of SCM; Decision phases; Impellers and drivers in SCM Process views of SCM, planning and operations

Integrated SCM: Concept, span and process of integrated SCM; Competitive strategy and strategic fit; Demand forecasting; Methods of demand forecasting.; Risk management in demand forecasting; Supply chain metrics (KPIs), performance measurement and continuous improvement; Supply chain modeling; Challenges to achieving and maintaining strategic fit

Unit-II

Managing Relationship: Role of Relationship marketing in SCM; Managing relationships with suppliers and customers; Role of on-line sales and supply chain. Designing strategic distribution network. Factors influencing distribution network.

Supply Chain and Information Management Systems: Purchasing Process- Strategic role of purchasing in the supply chain and total customer satisfaction; Types of purchases; Purchasing cycle; Supplier selection and evaluation; Vendor development. Importance of information management; Distribution and sharing of information; Information technology as a platform for effective and efficient supply chain management; Functional application of TRADITIONAL ERP, SPECIAL ERP, MR, DRP, PDM, EIP, CPFR, WMS, TMS, RFID, GPS, GIS; Re-engineering the supply chain.

Unit-III

Logistic System: Concept, objectives and scope of logistics; System elements; Inbound and Out bound logistics. Reverse inventory. Value added role of logistics. Logistics interface with manufacturer and marketing. Packing, Marking, Just in time concept; Third party logistic outsourcing- challenges and future directions.

Unit-IV

Transportation: Importance of effective transportation system; Service choices and their characteristics; inter-modal services; Transport cost characteristics and rate fixation; In-company management vs. out -sourcing; Implementation and continuous improvement; Carrier selection determinants and decision. Structure of Shipping: World sea borne trade; international shipping - characteristics and structure; Liner and tramp operations; Liner freighting; Chartering-Types, principles and practices; Charter, party agreement; Development in sea transportation-Unitization, containersation, inter and multimodal transport; CFC and ICD; Indian shipping - growth, policy and problems; Ports and port trust. International Air transport: International set up for air transport: Freight rates; India's exports and imports by air - Problems and prospects.

Unit-V

Carriage of Goods by sea, sea and combined transport; international conventions and Indian law; Maritime frauds and unethical practices—causes and protection; Role and types of cargo intermediaries; Warehousing and Inventory Management: Warehousing and marketing strategy; Objectives and functions of warehousing; Warehouse strategies; Material handling equipment and material mobility Warehousing evaluation and requirements. Inventory management-inventory categories, EOQ, LT, ICC; Inventory levels; Material planning and sourcing of procurement; Methods of cost reduction

Course Outcomes

1. Understanding of the concepts and tools of supply chain management and logistics as relevant for an international firm.
2. Understanding challenges of various modes of transportation and logistics in the global food industry context.
3. Learn about various tools and techniques for effective management and control of inventory in large firms.
4. Enhance the application of procurement, order management, customer relationship management in retail in international business context.

Recommended Textbook

Business Logistics Supply Chain Management (with Cd) by Ballou (Latest ed.)

Suggested Readings

1. Ballou, R.H., Business Logistics Management, Prentice Hall, Englewood Cliffs
2. Bes, J., Dictionary of Shipping and chartering Practices.
3. Christopher, M., Logistics and Supply Chain Management, Prentice Hall.
4. ICAO Journal, New York., various issues.
5. Indian Shipping and Transport, Mumbai, Various issues.
6. Murphy, Paul R. and Donald F. Wood, Contemporary Logistics, Prentice Hall.
7. Marks, Daniel, Shipping Cartels. 9. Shapiro, R., Logistics Strategy: Cases and Concepts, West Publishing, St. Paul.
8. Coughlan, A., Anderson, E. and Louis W. Stern, Marketing Channels, Prentice Hall.
9. Jhon J Coyle, C. Jhon and Langley, Brian J Gibs, Logistics approach to Supply Chain Management, Cengage Learning.
10. Burt, Dobler and Starling, World Class Supply Management, Tata McGraw Hill.
11. Bowersor, Donald J and David J Closs, Logistics management and Integrated Supply Chain Management, Tata McGraw Hill.

IB PE6 INTERNATIONAL ADVERTISING AND BRAND MANAGEMENT [3 0 0]

Course Objectives

To expose students to the rigors of advertising and brand management and equip them to be able to manage the advertising and branding activities in the international markets.

Course Contents

Unit-I

International Advertising: Its importance and nature; International Communication model; Meaning and nature of advertising; International advertising complexities and issues; Major international advertising decisions and influencing factors; Determination of target audience in international markets; Determining advertising international objectives; DAGMAR Approach; Determining advertising budget.

Unit-II

Developing International Advertising Campaign: Determining international advertising message and copy - Headline, body copy, logo, illustration and layout; Creative styles and advertising appeals; International Media planning –Types of media, media selection and scheduling Advertising through Internet.

Evaluation and Organization of International Advertising Efforts: In-house arrangements; Using advertising agencies – selection, compensation and appraisal of advertising agency; Evaluating Advertising Effectiveness - Before and after advertising tests and techniques.

Unit-III

International Advertising of Indian Products: Complexities and issues; Ethical issues in international advertising; Integrated international marketing communications.

Unit-IV

Basics of Branding: Importance of branding; Basic branding concepts -Brand personality, brand image, brand identity, brand equity and brand loyalty; Product vs. corporate branding; Major branding decisions.

Unit-V

Brand Creation and Development: Identifying and selecting brand name; Building brand personality; International Brand positioning and re-launch; Brand extension; Enhancing brand image through sponsorship and event management; Building brands through Internet. Brand Building in Different Sectors- Customers, industrial, retail and service brands.

Developing International Brands: Local, foreign and global brands; Pre-requisites and process; Country-of-origin effects and global branding; Building Indian brands for global markets

Course Outcomes

1. Managing the advertising and branding activities in the international markets.
2. Appreciate the challenges of managing advertising and brand over time and geographical boundaries.
3. Design and implement brand strategies that consider brand naming, brand extension, brand stretching, brand architecture and so forth in international context.

4. Understand brand elements that help build brand equity.
5. Appreciate how marketing and in particular marketing communications help build brand equity.

Recommended Textbook

To be recommended by instructor.

Other Suggested Readings

1. Aaker, David A. and Alexander L. Biel, Brand Equity and Advertising: Advertising's Role in Building Strong Brands, Psychology Press. Department of Commerce, University of Delhi
2. Mooij, Marieke de, Global Marketing and Advertising: Understanding Cultural Paradoxes, Sage Publications
3. Aaker, David A., Rajeev Batra and John G. Mayers, Advertising Management, Prentice Hall of India.
4. Belch. George and Michael Belch, Advertising and Promotion: An Integrated Marketing Communications Perspective, McGraw Hill Education.
5. Bergh, Bruce, Vanden, G. and Katz, Helen, Advertising Principles: Choice Challenge, and Change, NTC Business Books, Illinois.
6. Dunn, S. W. and Barbar, A. M., Advertising: Its Role in Modern Marketing, Dryden Press.

IB PE7 INTERNATIONAL MARKETING RESEARCH AND CONSUMER BEHAVIOUR [3 0 0]

Course Objective

The objective of this paper is to acquaint the students with the tools and techniques of international marketing research so as to develop a rational marketing strategy in the area of international business. It also aims to help students develop basic understanding of the concepts and theories of consumer behaviour and their applications in marketing decision making.

Course Contents

Unit-I

Introduction: Nature and scope of marketing research; Marketing research in international context - Importance, complexities and issues; Organizational framework for international marketing research; International marketing information system (IMIS); Framework for international marketing research.

Unit-II

Marketing Research Process: An overview- Problem identification and setting objectives; Preparing research proposal; Exploratory, descriptive and experimental research designs; International secondary data sources; Primary data collection methods and complexities of data collection in international marketing research; Online data sources and research.

Unit-III

Measurement Instruments and Sampling: Measurement scales- Four levels of measurement; Ranking and Rating scales; Attitude measurement and scaling techniques- Likert scale, Semantic differential scale and stapel scale; Reliability and validity in measurement; Product research; Advertising research; Behavioural and motivational research; Etic and emic dilemma; Questionnaire design; Sampling techniques-Probability and non-probability sampling techniques and sample size determination; Fieldwork and data collection; Sampling and non-sampling errors.

Unit-IV

Multi-Country Data Analysis and Interpretation: Data editing and coding preliminary data analysis; Univariate and multivariate data analysis techniques – Analysing differences and associations ('t'-test and chi-square-test), Analysis of variance and Analysis of Covariance, Multiple Regression analysis, Discriminant analysis, Factor analysis, Cluster analysis and Conjoint analysis (using statistical software like SPSS); Issues in multi-country data analysis - Data comparability and validity problems; Report preparation and presentation; Cross-Cultural Consumer Research: International market opportunity analysis; Ethical issues in international marketing research.

Unit-V

Consumer Behaviour: Theory and its Application to Marketing Strategy; Consumer Buying Process: Extensive, Limited and Routine Problem Solving Behaviours; Cross-Cultural Consumer Buying Behaviour; Internal Determinants of Buying Behaviour: Individual differences among customers and market segmentation, Needs, motivation and involvement;

information processing and consumer perception; Learning; Attitudes and attitude change; Personality and psychographics (values and life style analysis); External Determinants of Buying Behaviour: Family and household influence; Reference groups and social class; Culture and subcultures; Models of Consumer Behaviour: Organisational Buying Behaviour: Process, Influences and model;

Course Outcomes

1. Understanding of the concepts and theories of consumer behaviour and their applications in marketing decision making.
2. Identify the dynamics of human behaviour and the basic factors that influence the consumers decision process
3. Understand the process of marketing research and its different processes in global business context.
4. Identify the sources of data, sampling, data entry, data analysis, interpretation of findings and documentation.

Recommended Textbook

1. Marketing Research - An Applied Orientation by Naresh K Malhotra (Latest ed.)

Other Suggested Readings

1. Malhotra N. K., and Dash, S., Marketing research: An applied orientation, Pearson Education, India.
2. Feinberg, F.M., Kinnear, T. and Taylor, J. R., Modern marketing research, Cengage Learning Publication.
3. Aaker, D. A., Kumar, V., and George S. D., Marketing research, Wiley India.
4. Hair, J.F., Black, W.C. et al., Multivariate data analysis, Pearson Education, New Delhi.
5. Craig, C.S., and Douglas, S.P., International marketing research, John Wiley, New York.
6. Nargundkar, R., Marketing research: Text and cases, Tata McGraw-Hill.
7. Malhotra, N. K., International marketing research - An applied orientation, Person Education.
8. Consumer Behaviour, Michael R Simon
9. Consumer Behaviour, Leon G Schiffman and Leslie Lazar Kanut.
10. Consumer Behaviour, Hawking/Coney.
11. S.L. Gupta & Smitra Pal, Consumer Behaviour: An Indian Perspective, Sultan Chand.

Revision of Courses effective in MBA 2017-19 batch.

Old Course	New Course
<p>MBA301: Innovation & Entrepreneurship Development</p> <p>Course Objective</p> <p>To Develop Conceptual Understanding of the Topic among the Students and Comprehend the Environment of Making of an Entrepreneur.</p> <p>Course Contents</p> <p>Unit-I</p> <p>Meaning, Definition and concept of Enterprise, Entrepreneurship and Entrepreneurship Development, Evolution of Entrepreneurship, Theories of Entrepreneurship. Characteristics and Skills of Entrepreneurship, Innovation for Entrepreneurship, Concepts of Intrapreneurship, Entrepreneur v/s Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager, Role of Entrepreneurship in Economic Development, Factors affecting Entrepreneurship, Problems of Entrepreneurship.</p> <p>Unit-II</p> <p>Meaning and concept of Entrepreneurial Competency, Developing Entrepreneurial Competencies, Entrepreneurial Culture, Entrepreneurial Mobility, Factors affecting Entrepreneurial mobility, Types of Entrepreneurial mobility. Entrepreneurial Motivation: Meaning and concept of Motivation, Motivation theories, Entrepreneurship Development Program: Needs and Objectives of EDPs, Phases of EDPs, Evaluation of EDPs.</p> <p>Unit-III</p> <p>Role of Government in promoting</p>	<p>MBA 301 INNOVATION AND ENTREPRENEURSHIP DEVELOPMENT</p> <p style="text-align: right;">[3 0 0]</p> <p><u>Course Objective</u></p> <p>To facilitate and motivate the participants to take up entrepreneurial career at early or later stage.</p> <p><u>Course Contents</u></p> <p>Unit – I</p> <p>Concepts of entrepreneurship – importance – Types of entrepreneurship – Conventional entrepreneurship vs. social entrepreneurship - Types of entrepreneur – Characteristics - Start up eco system.</p> <p>Unit – II</p> <p>Entrepreneurial motivation - Stages of creating enterprise – Idea generation – Innovation - Problem identification – validation of business idea – protection of idea-research on idea.</p> <p>Unit – III</p> <p>Preliminary Business Model – Value proposition – Customer Positioning - Feasibility analysis - Financial Sources – Financial Projections - Unit Matrix.</p> <p>Unit – IV</p> <p>Understanding Stakeholders - Piloting – Revised Business Model - Optimum utilization of resources – Preparation of Detailed Project Report.</p> <p>Unit – V</p> <p>Legal Procedure – Formation – Reasons for failure of enterprise - risk management -</p>

Entrepreneurship, MSME policy in India, Agencies for Policy Formulation and Implementation: District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB), Financial Support System: Forms of Financial support, Long term and Short term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions.

Unit-IV

Women Entrepreneurship: Meaning, Characteristic features, Problems of Women Entrepreneurship in India, Developing Women Entrepreneurship in India, Concept of Social Enterprise and Social Entrepreneurship, Social Entrepreneurs, Sustainability Issues in Social Entrepreneurship, Rural Entrepreneurship, Family Business Entrepreneurship, Concepts of Entrepreneurship Failure, Issues of Entrepreneurial failure, Fading of Entrepreneurial success among once leading corporate groups, Entrepreneurial resurgence, Reasons of Entrepreneurial Failure, Essentials to Avoid Unsuccessful Entrepreneurship.

Unit-V

Forms of Business Ownership, Issues in selecting forms of ownership, Environmental Analysis, Identifying problems and opportunities, Defining Business Idea, Planning Business Process, Project Management: Concept, Features, Classification of projects, Issues in Project Management, Project Identification, Project Formulation, Project Design and Network Analysis, Project Evaluation, Project Appraisal, Project Report Preparation, Specimen of a Project Report

Suggested Readings

1. Lall & Sahai: Entrepreneurship (Excel

Government or institutional policies and programmes – social impact - Contemporary issues in entrepreneurship.

Course Outcomes

7. Motivation for entrepreneurial career
8. Have the ability to discern distinct entrepreneurial traits
9. Conducting feasibility analysis
10. Preparation of business plan
11. Exploring sources of finance
12. Awareness about various Institutions and government schemes related to promotion of entrepreneurship.

Recommended Textbook

3. Robert D. Hisrich et al, Entrepreneurship. 9th Edition, Mc Graw Hill Education, New Delhi OR
4. Entrepreneurship: A Small Business Approach by Bamford & Bruton (Latest Ed.), Mc Graw Hill

Other Suggested Readings

8. Lall & Sahai: Entrepreneurship (Excel Books 2 edition)
 9. Entrepreneurship by Alpana Trehan (Latest ed.)
 10. Robert D. Hisrich et al, Entrepreneurship. 9th Edition, Mc Graw Hill Education, New Delhi
 11. Couger, C- Creativity and Innovation (IPP, 1999)
 12. Kakkar D N - Entrepreneurship Development (Wiley Dreamtech)
 13. A.K.Rai - Entrepreneurship Development, (Vikas Publishing)
- Sehgal & Chaturvedi-Entrepreneurship Development (UDH Publishing edition 2013)

<p>Books 2 edition)</p> <ol style="list-style-type: none"> 2. Couger, C- Creativity and Innovation (IPP, 1999) 3. Kakkar D N - Entrepreneurship Development(Wiley Dreamtech) 4. A.K.Rai – Entrepreneurship Development, (Vikas Publishing) 5. Sehgal & Chaturvedi-Entrepreneurship Development(UDH Publishing edition 2013) 6. R. V. Badi & N.V. Badi - Entrepreneurship (Vrinda Publications, 2nd Edition) 	
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Old Course	New Course
<p>FABM E-1: FOOD SUPPLY CHAIN MANAGEMENT</p> <p>Course Objective</p> <p>This course addresses the theory and practices of supply chain management within the context of the food system.</p> <p>Course Contents</p> <p>Unit-I Introduction and overview of supply chain management, Inbound and outbound logistics, Supply chain as a source of competitive advantage.</p> <p>Unit-II Managing Inventories and Coordination: Inventory Management, EOQ and its derivative models, Managing Uncertainty, Method for Coping with Bullwhip Effect, Supply Chain Integration, Push vs. Pull Systems.</p> <p>Unit-III Strategic Alliances: 3rd/4th Party Logistics (3PL/4PL), Retailer-Supplier Partnerships, Buyer Vendor Coordination.</p> <p>Unit-IV Outbound logistics: Designing Supply Chain Network, management of transportation, inter model transportation and third party</p>	<p>FABM PE1 FOOD SUPPLY CHAIN MANAGEMENT [3 0 0]</p> <p>Course Objective</p> <p>This course addresses the theory and practices of supply chain management within the context of the food system.</p> <p>Course Contents</p> <p>Unit-I Introduction and overview of supply chain management, Inbound and outbound logistics, Supply chain as a source of competitive advantage.</p> <p>Unit-II Managing Inventories and Coordination: Inventory Management, EOQ and its derivative models, Managing Uncertainty, Method for Coping with Bullwhip Effect, Supply Chain Integration, Push vs. Pull Systems.</p> <p>Unit-III Strategic Alliances: 3rd/4th Party Logistics (3PL/4PL), Retailer-Supplier Partnerships, Buyer Vendor Coordination.</p> <p>Unit-IV Outbound logistics: Designing Supply Chain Network, management of transportation, inter model transportation and third party</p>

transportation services, characteristics of different transportation services, Distribution strategies, Procurement & Outsourcing Strategies: Buy-Make Decision, Procurement Strategy, Framework of e-Procurement.

Unit-V

Strategic considerations for supply chain, Porter's industry analysis and value-chain models.

Suggested Readings

1. Altekar RV. 2006. Supply Chain Management: Concepts and Cases. Prentice Hall of India.
2. Monczka R, Trent R & Handfield R. 2002. Purchasing and Supply Chain Management.
3. Thomson Asia. van Weele AJ. 2000. Purchasing and Supply Chain Management Analysis, Planning and Practice. Vikas Publ. House.

transportation services, characteristics of different transportation services, Distribution strategies, Procurement & Outsourcing Strategies: Buy-Make Decision, Procurement Strategy, Framework of e-Procurement.

Unit-V

Strategic considerations for supply chain, Porter's industry analysis and value-chain models.

Course Outcomes

1. Understanding the integrated perspective of various actors, activities and strategies for effective and smooth flow of materials, information and finance across stakeholders.
2. Understanding challenges of various modes of transportation and logistics in the food industry context.
3. Learn about various tools and techniques for effective management and control of inventory.
4. Enhance the application of procurement, order management, customer relationship management in retail.

Recommended Textbook

1. Designing and Managing the supply chain: concepts, Strategies & Case studies by David Simchil (Latest ed.)

Other Suggested Readings

1. Altekar RV. 2006. Supply Chain Management: Concepts and Cases. Prentice Hall of India.
2. Monczka R, Trent R & Handfield R. 2002. Purchasing and Supply Chain Management.
3. Thomson Asia. van Weele AJ. 2000. Purchasing and Supply Chain Management Analysis, Planning and Practice. Vikas Publ. House.

Agenda 9.5

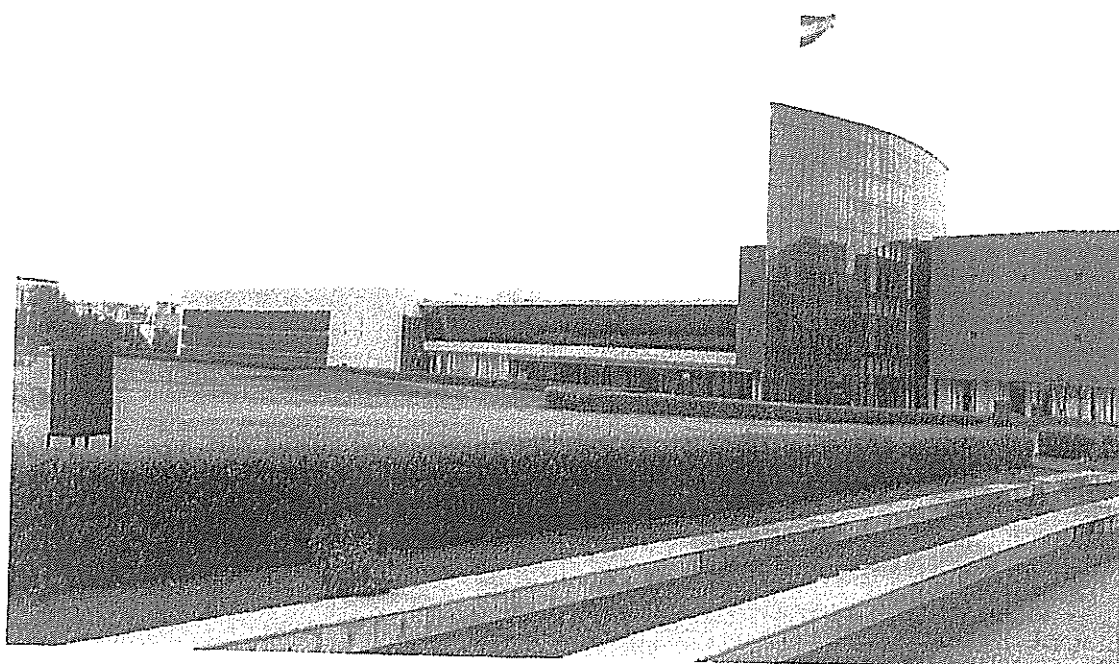
Subject: To Consider Modification PhD Course Curriculum Structure as per Notification of NIFTEM.

Consequent upon the recent notification of PhD regulations, the Chairman, Content Development (CDC), Academic – Administrative Committee (AAC) and Board of Studies (BoS) initiated the process of course curriculum revision. The CDC restructured the course curriculum and circulated to AAC for its observations. Owing to time paucity for a BoS meeting call, the agenda has circulated through email to the members BoS for its suggestions and recommendations.

Board consented through email and accepted for post facto approval. Hence, recommended to Academic Council.

Annexure 9.5A

PhD (FBM&ED) Course Curriculum



Department of Food Business Management & Entrepreneurship Development (FBM&ED)
NATIONAL INSTITUTE OF FOOD TECHNOLOGY ENTREPRENEURSHIP AND
MANAGEMENT
Kundli, Sonapat

2018

Department of Food Business Management & Entrepreneurship Development

PhD (FBM&ED) Course Curriculum

SEMESTER-I

S.No.	Course	L T P	Credits
1.	BAS Research Methodology	3 0 0	3
2.	<i>Department Major Course: Students have to select any one out of the following list of Major Courses</i>	3 0 0	3
	FBM 711 Emerging issues in Entrepreneurship Research		
	FBM 712 Emerging issues in Finance and Accounting Research		
	FBM 713 Emerging issues in Marketing Management Research		
	FBM 714 Emerging issues in Operations Management Research		
	FBM 715 Emerging issues in Human Resource Management Research		
	FBM 716 Emerging issues in Food and Agribusiness Research		
3.	FBM 717 Research Seminar - I	0 0 4	2
	Total		8

SEMESTER-II

S.No.	Subject	L T P	Credits
1.	BAS Statistical Methods	3 0 0	3
2.	Any course as per requirement of research (optional) / MOOC		
3.	FBM 721 Research Seminar - II	0 0 4	2
	Total		5

Deptt. of FBMED Total Credits: 8+5 = 13

FBM 711 Emerging Issues in Entrepreneurship Research

Semester – I

3-0-0=3

Unit-I

Entrepreneurship Education and Research - Significance of Entrepreneurship in Economic Development- Traits, Characteristics and Cognitive Style of Entrepreneurs - Dilemmas and Debates in Entrepreneurship.

Unit-II

Launching and Managing Enterprise - Product, Service, Process Innovations – Incubation – Business Models – Types of Entrepreneurship – MSMEs - Managing Adversities and Failures.

Unit- III

Entrepreneurial Finance and Liquidity Management - Venture Capital Funds and Angel Investors – Bank and financial institutions - Financial Innovations- Cloud funding.

Unit-IV

Public Policy and Entrepreneurship – International perspectives on Entrepreneurship among Deprived Class - Women, Minority, Tribal and Dalit Entrepreneurship – Policies and Programmes - Support Institutions.

Unit-V

Emerging Issues: Growth and Management of Start ups - International Entrepreneurship – Managing and Growing Family Firms and dynamics – Growth of food and Agripreneurship.

Suggested Readings

1. S.S Nadkarni Development New Entrepreneurs, EDLI, Ahmedabad.
2. N.P. Singh : Entrepreneur V S. Entrepreneurship Asian Society for ED.
3. Desai Vasant- Dyanamics of Entrepreneurial Development and Management. HPH.
4. Khannka S. S, “Entrepreneurial Development”, S. Chand and Co., New Delhi.
5. Ahuja B.N, “SSIs in India”, Varma Brothers, New Delhi.

Course Outcomes

1. Have the ability to discern distinct entrepreneurship research
2. Motivation for entrepreneurial career

FBM 712 – Emerging issues in Finance and Accounting Research

Semester – I

3-0-0=3

Unit- I

Theory of firm and Agency theory. Decisions of Finance.

Unit- II

Financial System - Financial Markets: Capital, money, derivative market.
Financial Institution- Financial Intermediation, theory of banking.

Unit- III

Mergers and Acquisitions.

Unit- IV

Accounting policies in managerial decisions - Understanding annual report - Methods for Financial statement analysis.

Unit- V

Impact of IFRS – Applications of accounting research: Human Resource – Social – Environmental – Intellectual capital – Value added – Fraud – Forensic and Investigating – E-Accounting – Govt. and Non-Govt. Accounting.

Suggested Readings

1. Prasanna Chandra. Financial Management, TMH
2. Maheswari and Maheswari, Financial Accounting, Vikas Publishing House
3. James C Van Home, Financial Management, Prentice Hall
4. Audrey et, al. Research Methods for Finance and Accounting, Good fellow Publishers Ltd
5. Journal of Finance and Accounting
6. Khan, M.Y and Jain, P.K. (2005), Financial Management. New Delhi: Tata McGraw Hill.
7. Pandey, I. M., Financial Management. New Delhi: Vikas Publishing House. Fourth Edition.

Course Outcome

1. Understating of concepts and procedures of financial reporting, including income statement, statement of retained earnings, balance sheet, and statement of cash flows.
2. Locate and analyze financial data from annual reports of corporations.
3. Cost classifications based on how the cost will be used: whether for preparing external reports, predicting cost behavior, assigning costs to cost objects, or decision making.
4. Prepare an income statement required for external reporting and a different one more

- useful to managers for managerial decision-making
5. Understating of Financial Derivatives, Forward Contract, and Features Contracts.

FBM 713 Emerging issues in Marketing Management Research

Semester – I

3-0-0=3

Unit-I

Defining Marketing Research, Nature and Scope of Marketing Research, Marketing Research in the 21st Century (Indian Scenario).

Unit-II

Introduction, Consumer Market Research, Business-to-Business Market Research, Product Research, Pricing Research, Motivational Research, Distribution Research.

Unit-III

Advertising Research, Media research, Sales Analysis and Sales Forecasting.

Unit-IV

Marketing Information System and Research, Online Marketing Research, Recent Trends in Marketing Research, Research in Lifestyle Retail, Marketing Research and Social Marketing.

Unit-V

Rural Marketing Research, Trends in Services Marketing Research, Brand Equity Research, International Marketing and Branding Research.

Suggested Readings

1. Market Research in Practice: How to Get Greater Insight from Your Market (2013) by Paul N Hague, Nicholas Hague, and Carol-Ann Morgan
2. Strategic Market Research: A Guide to Conducting Research that Drives Businesses (2010) by Anne E. Beall

Course Outcome

1. Understanding of the marketing research industry
2. Understand the process of marketing research and its different processes
3. Develop skills required by the researcher and understand different applications of marketing research
4. Understand different approaches of marketing research
5. Ability to exploit marketing research data for management decision-making.

FBM 714 Emerging issues in Operations Management Research

Semester – I

3-0-0=3

Unit-I

Nature, Evolution and scope of Production and Operations management, production system and its sub-systems, production and operations function and its relations to other management functions of an organization.

Facility planning: facility location, determinants/factors affecting plant location selection, factor rating method, facility design.

Unit-II

Work System Design: Process planning, methods study, production/manufacturing process types or methods, Facilities layout, Line Balancing, P-Q analysis for layout selection, types of layout- product layout, process layout, mixed layout, project layout; Work Measurement, Work sampling and its applications; Work Flow Systems: Pull and push systems, Cellular and FMS.

Unit-III

Manufacturing Planning and Control: Aggregate production planning, Master Production Scheduling (MPS), BoM, MRP-I & MRP-II, Shop Scheduling and Shop Floor Control.

Unit-IV

Performance Measurement: plant capacity, efficiency and capacity utilization, overall equipment effectiveness (OEE), data envelopment analysis (DEA).

Quality Assurance and Control: Statistical process control, Forecasting.

Maintenance Planning and Management: Corrective, Preventive and Predictive maintenance, Replacement analysis, RCM and TPM.

Unit-V

Inventory Management & Control: Types of inventory, Economic Order Quantity (EOQ), ROP, Safety Stock, Inventory classification and control – Analysis of ABC, HML, VED, SDE, GOLF, FSN, SOS and XYZ.

Suggested Readings

1. William J. Stevenson (2011), Operations Management.
2. Andrew Greasley (2007), Operations Management.
3. Scott T. Young (2009), Essentials of Operations Management.
4. Paul R. Dittmer, J. Desmond Keefe (2008), Principles of Food, Beverage, and Labor Cost Controls.

COURSE OUTCOME

1. Understand the application of operations management policies, tools and techniques to

- the manufacturing firms as well as service sector.
2. Acquaint with decision-making for effective and efficient purchase, storage and flow of materials in manufacturing and service organizations.
 3. Ability to decision making in planning, scheduling, control and productivity improvement in production and operations function in manufacturing and service organizations
 4. Understanding of the principles, concepts and functions of operations management – efficiency and effectiveness in operations by plant locations, basic layouts designing, work flow designing, aggregate planning, Materials Resource Planning (MRP), Master Production Schedule (MPS), quality management, inventory management, materials management & control, maintenance planning & management.
 5. Understand the managerial responsibility for Operations, even when production is outsourced, or performed in regions far from corporate headquarters.

FBM 715 Emerging issues in Human Resource Management Research

Semester – I

3-0-0=3

Unit -I

Concepts and Perspectives on Human Resource Management; Human Resource Management in a changing Environment; Corporate Objective and Human Resource Planning.

Unit -II

Career and Succession Planning; Job Analysis and Role Description; Methods of Manpower Search; Attracting and Selecting Human Resource.

Unit- III

Training and Development: Induction and Socialization; Manpower Training and Development.

Unit -IV

Performance Appraisal and Potential Evaluation; Job Evaluation and Wage Determination.

Unit -V

Employee Welfare; Industrial Relations and Trade Unions; Dispute Resolution and Grievance Management; Employee Empowerment.

Suggested Readings

1. Aswathappa, K. (1997). "Human Resource and Personnel Management" Tata McGraw Hill. New Delhi, Latest Edition
2. De Cenzo, D A & Robbins S P. (1994), "Human Resource Management", New York, John Wiley, 5th Ed.
3. Edward, B. Flippo, "Personnel Management"; McGraw Hill International Edition.
4. Dessler, Gary, "Human Resource Management"; Prentice Hall of India.
5. Rao, V S P, "Human Resource Management", Excel Publication.

Course Outcomes

1. Apply management skills and knowledge in a realistic environment.
2. Analyze human resource systems for employment, labor relations, compensation and benefits, training and development, and performance assessment.
3. Create human resource systems for employment, labor relations, compensation and benefits, training and development, and performance assessment.
4. Implement human resource systems for employment, labor relations, compensation and benefits, training and development, and performance assessment.
5. Develop, implement, and evaluate employee orientation, training, and development programs.

FBM 716 Emerging issues in Food and Agribusiness Research

Semester – I

3-0-0=3

Unit-I

Role and contribution of agriculture in India and Indian economy- employment, income, agricultural trade, performance of sub-sectors in agriculture, factors for agricultural growth, changes in the land holding pattern, structural change in agricultural in production and consumption pattern, Contribution of states in the AgGDP.

Emerging risks and challenges in Indian agriculture: sources of risk and risk management approach; increasing farmers' income - strategy, prospects and action plan.

Unit-II

Agricultural Policy: Instruments of policy, phases in agricultural policy - pre and post green revolution, post reform phase, new agricultural policy, fertilizer policy.

Food Management Policies in India: Concept, dimension and measurement of poverty and food security, current state of food and nutritional security, concerned for future food security, policies to address food and nutritional security- National Food Security Act, MSP, PDS.

Rural and Agricultural Credit in India: Policies and Performances.

Unit-III

Agricultural Marketing: Linking farmers to markets- FPO, SHG, contract farming, cooperative farming, corporate farming, smallholders' constraints to access agricultural markets.

Agricultural marketing policy: aim and regulation agricultural markets, APMC, agricultural market reform and model APMC, National Agricultural Market (e-NAM).

Unit-IV

Globalization, WTO and Agriculture: Consequences and impact of Globalization on Indian agriculture, Agreement on Agriculture (AoA), Technical Barriers to Trade (TBT), SPS Agreement, Intellectual Property Rights (IPR) Agreement.

Unit-V

Food Processing Sector and Policy in India: Current status of food processing, structure of food processing industries, contribution of food processing industries to GDP, FDI inflow in the food processing sector, Pradhan Mantri Kisan SAMPADA Yojana.

Sustainability in food and agribusiness environment- Climate change and its impacts on agriculture and agri-food business, LIFS, HIFS, SRI, ZeroTill farming, precision farming, organic farming.

Suggested Readings

1. Indian Agriculture & Agri-Business Management by S. Diwase
2. A Text Book of Agri Business management by Broadway Arif. A. Broadway A.C.

COURSE OUTCOMES

1. Understanding of the transformation and shift of agriculture towards agribusiness and role of various agricultural and food policies.
2. Understanding of the agri-food policy environment, the policy formulation process and the institutions involved in agri-food policy making.
3. Ability to conduct economic analysis of major agri-food policies and programs in India and other major economies.
4. Ability to use relevant economic tools to evaluate the efficiency and distributional implications of agricultural and its trade policies.
5. Understanding of how food economists tackle a range of policy-related issues that are relevant to food and agricultural businesses.

Semester – I

0-0-4=2

FBM 717 Research Seminar – I

(0 0 4)

Semester – II

0-0-4=2

FBM 721 Research Seminar – II