

1.1.3 Average percentage of courses having focus on employability/ entrepreneurship/ skill development during the last five years (10)

1.2.1 Percentage of new courses introduced of the total number of courses across all programmes offered during the last five years (30)

M.Tech FPOM

Name of the Course	Course Code	Year of introduction	Activities/Content with direct bearing on Employability/ Entrepreneurship/ Skill development	Link to the relevant document
Food supply chain management	FBM 518	2012	<ol style="list-style-type: none"> Learn about means to measure the supply chain with the application of supply chain management principles and strategies. Understand challenges of transportation and logistics from supplier and retailer's perspective. Gives an understanding to manage and control inventory for both vendor and retailer Enhance the application of procurement, order management, customer relationship management in retail. Students can have a greater depth by traversing a supply chain from the end-customer viewpoint. 	IQAC
Entrepreneurship Development	FBM 521	2012	<ol style="list-style-type: none"> Imbibe an entrepreneurial vision among students through in-depth discussion on various facets of entrepreneurship. Enable students to conduct and analyse various types of feasibility studies. Information on various Institutions and government programmes related to promotion of entrepreneurship. Understand and design various components of Business Plan. Knowledge about financial aspects of running a business. 	IQAC
Food Plant Operations Management	FBM 522	2018	<ol style="list-style-type: none"> Understand the application of operations management policies, tools and techniques to the manufacturing firms as well as service sector. Acquaint with decision-making for effective and efficient purchase, storage and flow of materials in manufacturing and service organizations. Ability to decision making in planning, scheduling, control and productivity improvement in production and operations function in manufacturing and service organizations 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. Understand the managerial responsibility for Operations, even when production is outsourced, or performed in regions far from corporate headquarters. 	IQAC

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Communication and Negotiation Skills	FBM 525	2015	<ol style="list-style-type: none"> Learn to apply proven principles of communication, persuasion and influence to ensure win-win outcomes with a more positive and confident approach. Understand and draft business communication formats like writing of report, project, letter's and email in more effective way Optimisation of pre-negotiation preparation to ensure improved outcomes Understand, recognise and manage negotiation tactics and negative behaviours. Students can learn to recognise different behavioural types and learn ways to relate better to others. 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. 	IQAC
Operations Research	FBM 527	2018	<ol style="list-style-type: none"> Understand the different models used in decision sciences and its characteristics. Formulate and solve the linear programming problems by using graphical and simplex methods. Formulate and find out the optimal solution for transportation and assignment problems. Able to design models in PERT and CPM for better decision making and improve critical thinking. Implement and solve linear programming problems by using EXCEL Solver, TORA and LINDO software. 	IQAC
Status Paper and Seminar	FBM 517	2015	The objective of this course is acquainted with the background and latest developments of the concerned industry / products.	IQAC
Status Paper and Seminar	FBM 526	2015	The objective of this course is acquainted with the background and latest developments of the concerned industry / products.	IQAC
Project Finance	FBM 523	2018	<ol style="list-style-type: none"> Apply specialised knowledge of traditional and contemporary costing methods and systems to diverse projects. Utilise specialised economic evaluation techniques to determine and evaluate project feasibility, Analyse, synthesise and communicate the financial context of projects and compare alternative funding schemes for project performance. Critically analyse economic parameters to determine financial status within diverse organisations Research and justify why and how contemporary financial management strategies are preferable according to the project context. 	IQAC
Management Process and Organisational Behaviour	FBM 512	2018	<ol style="list-style-type: none"> Observe and evaluate the influence of historical forces on the current practice of management. Understand the key competencies needed to be an effective manager. Awareness of the centrality of organisational behaviour to understanding organisational functioning, focusing particularly on the individual and group/team level. Understanding of how models, theories and concepts about organisational behaviour can be used in practice in different workplaces across difference regions of the world. Improve the ability to interact with and manage people & design effective organisations. 	IQAC

Research and Business Analytics	FBM 514	2018	<ol style="list-style-type: none"> 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 	IQAC
MOOC	---	2018		
Industry Internship	---	2012	To develop skills in the application of theory to practical work situations. To develop skills and techniques directly applicable to their careers	
MBA				
Quantitative Techniques	MBA 102	2016	<ol style="list-style-type: none"> 1. Explain and discuss the researcher's work (model) 2. Elucidate basic statistical concepts and tests used in educational research 3. Demonstrate their competence and confidence in using descriptive statistics 4. Demonstrate their competence and confidence in using inferential statistics in general and to the use of significance testing in particular 	IQAC
Business Communication and Negotiation Skills	MBA 105	2016	<ol style="list-style-type: none"> 1. Students can learn to apply proven principles of communication, persuasion and influence to ensure win-win outcomes with a more positive and confident approach. 2. The course enables students to understand and draft business communication formats like writing of report, project, letters and email in more effective way 3. Students can recognise and utilise key communication tools to improve influence on others by integrating and applying a range of value added communication, persuasion and negotiation skills. 4. With managerial perspective it was intended and helped to develop and sharpen student's personality, verbal communication and presentation skills on the grounds of business communication. 	IQAC
Management of Information System and Application of Software	MBA 106	2016	<ol style="list-style-type: none"> 1. MIS knowledge in details and its importance 2. Up gradation of MIS software 3. Industries linked MIS and institutional based MIS 4. Software knowledge importance for managers 5. Network knowledge enhancement for entrepreneurial skills 	IQAC
Operations Research	MBA 206	2016	<ol style="list-style-type: none"> 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. 	IQAC
Innovation Entrepreneurship Development	MBA 301	2016	<ol style="list-style-type: none"> 1. Good understanding about the process of innovation and its role in development of organisation 2. Develop basic understanding of business plan and feasibility studies 3. Awareness about various government institutions and schemes related to entrepreneurship. 4. Gain knowledge about various stages of entrepreneurship development. 	IQAC

HUMAN RESOURCE MANAGEMENT	MBA 302	2016	<ol style="list-style-type: none"> 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. 	IQAC
BUSINESS ETHICS AND HUMAN VALUES	MBA 303	2016	<ol style="list-style-type: none"> 1. An approach was underlined to show how moral and ethical values can impact the life and personality of an individual 2. Themes designed to impart ethical approach to deal professionally and know its significance in corporate world and effort was made to develop the same with in acquired skills. 3. Reviewing of student's skills, qualities, moral and ethical values approaches through practical learning helped to evaluate themselves. 4. It overall helped to develop and sharpen student's personality and ethical dealing at every walk of life. The Course groomed the students for their betterment in personal and more of professional front. 5. Students could relate concept of Ethics with ancient Indian history. 	IQAC
Summer Internship Project, Presentation and Viva - Voce	MBA 304	2016		IQAC
Research Project	MBA 403	2016	The objective of the course provides an opportunity to engage with real world problems and enhance individual competencies.	IQAC
Food Supply Chain Management	FABM E-1	2016	<ol style="list-style-type: none"> 1. Learn about means to measure the supply chain with the application 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. 	IQAC
International Trade in Agri-Food Products	FABM E-6	2016	<ol style="list-style-type: none"> 1. Familiarize the participants with basic principles, policies and applied issues in international trade with emphasis on agriculture. 2. Familiarization with Harmonized System of Codes and International Trade Databases. 3. Application of tools and concepts to enhance analytical and decision-making skills to compete successfully in the global agribusiness sector. 4. Describing about operational issues for the starting up an export business 5. 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. 	IQAC

Entrepreneurship in Food Processing	FABM E-7	2016	<ol style="list-style-type: none"> Inculcate in participants the skills necessary to craft strategies and initiatives which can enable growth and sustainability in entrepreneurial ventures in food processing. Enable participants to conduct and analyse various types of feasibility studies to start a food based enterprise. Information on various Institutions and government programmes related to promotion of entrepreneurship development in food processing. Understand and design various components of Business Plan. Knowledge about financial aspects of running a business. 	IQAC
Rural Marketing	FABM E-8	2016	<ol style="list-style-type: none"> Sensitize about rural life style and difficulties of rural markets Understanding and develop marketing strategies that are unique to rural India. Developing insights into the behavior of the rural consumer Understanding rural institutions of retailers, haats and melas and emerging rural/retail 	IQAC
Corporate Taxation	FIN E-6	2016	<ol style="list-style-type: none"> Heads of Income Corporate Taxation Tax planning Managerial decisions with taxation 	IQAC
International Supply Chain Management and Logistics	IB E-5	2016	<ol style="list-style-type: none"> Acquaint the participants with the concepts and tools of supply chain management and logistics as relevant for an international firm. Understanding challenges of various modes of transportation and logistics in the global food industry context. Learn about various tools and techniques for effective management and control of inventory in large firms. Enhance the application of procurement, order management, customer relationship management in retail in international business context. 	IQAC
International Marketing Research and Consumer Behaviour	IB E-7	2016	<ol style="list-style-type: none"> Understand the concept of consumer behaviour in international markets Apply and demonstrate theories to real world marketing situations by segregating and identifying marketing segments Explore models of Consumer Behaviour and determine their relevance to international marketing situations Apply and enhance abilities to input this knowledge in the marketing planning process particularly in market segmentation, positioning, and marketing mix development for international market Apply analytical skills in assessing advanced study in the field of consumer research Discuss the scope and managerial importance of market research and its role in the development of marketing strategy Able to understand various tools and techniques of international marketing research so as to develop a rational marketing strategy in the area of international business. 	IQAC
Communication & Negotiation Skills	FBM 222	2015	<p style="text-align: center;">B. Tech FBM</p> <p>The course is aimed at developing analytical and communication skills that are necessary for successful business negotiations and Utilizing the essential role of effective communication to create cooperation and manage conflict in crisis scenarios.</p>	IQAC

Food Supply Chain Management	FBM 312	2015	Designing supply chain strategies, Recognising supply chain integration to support products in various product life cycle, manufacturing and inventory policies with demand and customer satisfaction, Leveraging organisational capabilities and resources across supply chain business processes, Designing lean but agile supply chains that integrate green initiatives.	IQAC
Entrepreneurship Development	FBM 321	2015	Understand and design various components of Business Plan, Enable students to conduct and analyse various types of feasibility studies.	IQAC
Human Values, Professional Ethics & Personality Development	FBM 421	2015	This course aims to: Promote understanding of the importance, for business and the community, of ethical conduct; Enhance awareness and critical self-examination of one's own values, and to appreciate the relevance of personal values in the business/workplace setting	IQAC
Communication Skills	FBM 121	2018	Students will develop knowledge, skills, and judgment around human communication that facilitate their ability to work collaboratively with others	IQAC
Food Supply Chain Management	FBM 221	2018	Designing supply chain strategies, Recognising supply chain integration to support products in various product life cycle, manufacturing and inventory policies with demand and customer satisfaction, Leveraging organisational capabilities and resources across supply chain business processes, Designing lean but agile supply chains that integrate green initiatives.	IQAC
Intellectual Property Rights	FBM 223	2018	The main objective of the IPR is to make the students aware of their rights for the protection of their invention done in their project work	IQAC
Entrepreneurship Development	FBM 312	2018	Understand and design various components of Business Plan, Enable students to conduct and analyse various types of feasibility studies.	IQAC
Business Ethics	FBM 322	2018	This course aims to: Promote understanding of the importance, for business and the community, of ethical conduct; Enhance awareness and critical self-examination of one's own values, and to appreciate the relevance of personal values in the business/workplace setting	IQAC

Ph.D. (FBMED)				
IPRs and Research	FBM 751	2015	1. Students had an overview and understanding of Intellectual Property and its importance in various fields. 2. Students came to know about IPR Policies and process in India and abroad. 3. Students got knowledge about Patent Filing Process. 4. A brief understanding of copyrights, trademarks, industrial designs, geographical indications and its role, utilization and rights were studied. 5. Case studies of IPRs exemplify a practical approach for a better understanding of IPR by students.	IQAC
Applied Microeconomic Theory	FBM 701	2015	1. Application of economic theory in decision making at micro and macro level. 2. Understand the theory and practice of analyse the consumer behaviour 3. Understanding about the production theory and different cost of production and its effect in short run and long run. 4. Discuss the types of market structure i.e. perfect, monopoly, monopolistic and oligopoly and price determination under these market structure.	IQAC

Value Chain Management in Food Business	FBM 702	2015	<ol style="list-style-type: none"> 1. The theories and models of value chain management and its application in food business was studied 2. New methodologies of purchasing, logistics, vendor management was applied sensing the necessity of food business and its direction towards value chain management throughout. 3. Insights were drawn upon back end integration in business. 4. Customer end and retail approaches for value addition in product and process flow in food industry were highlighted. 5. A strategic perspective to students was provided to understand how the innovation can be brought and value addition and management can be carried out in food industry. 	IQAC
Food Management	Marketing FBM 703	2015	<ol style="list-style-type: none"> 1. Develop ability to make effective marketing decisions, including assessing marketing opportunities and developing marketing strategies and implementation plans in the context of food products 2. Apply marketing theory and concepts to what food marketers do in "the real world" 3. Application of marketing concepts to make business decisions in the context of food products marketing 4. Familiarization with current challenges and issues in marketing of food products 5. Provide knowledge and application of product policy, pricing, promotion, distribution, sales management, and customer segmentation and retention in the context of food products. 	IQAC
Agricultural finance, Financial Inclusion, Credit and Risk Management	FBM 704	2015	<ol style="list-style-type: none"> 1. Contribution of Agriculture in economy 2. Financial institutions 3. Risk management products for agriculture 4. Rural banking 	IQAC
Entrepreneurship and Leadership in Development and Negotiation Skills	FBM 705	2015	<ol style="list-style-type: none"> 1. Explain the role of entrepreneur in economic development. 2. Preparations of business plan, its feasibility reports with special focus on marketing and financial plan. 3. Explain the various sources from where an entrepreneur can take financial support. 4. Explain the different ways of positioning the product in market traditionally as well as contemporary ways. 5. Understand the importance of negotiation skills and barriers arise in effective negotiation. 	IQAC
Emerging issues in Entrepreneurship Research	FBM 711	2018	<ol style="list-style-type: none"> 1. Have the ability to discern distinct entrepreneurship research 2. Motivation for entrepreneurial career 	IQAC
Emerging issues in Finance and Accounting Research	FBM 712	2018	<ol style="list-style-type: none"> 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. 	IQAC

Emerging Marketing Research	issues in Management	FBM 713	2018	<ol style="list-style-type: none"> 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. 	IQAC
Emerging Operations Research	issues in Management	FBM 714	2018	<ol style="list-style-type: none"> 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. 	IQAC
Emerging Resource Research	issues in Human Management	FBM 715	2018	<ol style="list-style-type: none"> 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. 	IQAC
Emerging issues in Food and Agribusiness Research		FBM 716	2018	<ol style="list-style-type: none"> 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. 	IQAC

Agenda 9.7

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

1. Course Outcomes for Existing Courses of M.Tech. (FPOM), MBA and Ph.D. are attached at Annexure 9.7A.
2. Course Outcomes for Proposed Courses of M.Tech. (FPOM), MBA and Ph.D. are combined with Syllabus as per the following:
 - a. Course Outcomes for Proposed Courses of M.Tech. (FPOM) at Annexure 9.3A
 - b. Course Outcomes for Proposed Courses of MBA at Annexure 9.4A
 - c. Course Outcomes for Proposed Courses of Ph.D. at Annexure 9.5A

M.Tech. (Food Plant Operations Management)



Department of Food Business Management & Entrepreneurship Development
National Institute of Food Technology Entrepreneurship and Management
(Old Courses)

FBM 511 Managerial Economics

3+0+0 = 3 Credits

Syllabus**Unit-I**

Introduction: Introduction to Economics. : Basic terms and concepts in economics – Goods & Services – free and economic goods, Utility – Cardinal and Ordinal approaches. Characteristics of utility – Forms of utility. Law of Diminishing Marginal Utility – statement, assumptions of law, explanation, limitations of the law, Importance. Law of Equi-marginal Utility – Meaning, Assumptions, Explanation of the Law, Practical Importance, limitations. Consumers Surplus – Meaning, Assumptions, explanation, Difficulties in measuring Consumer's Surplus, Importance. Indifference curve; consumers' equilibrium, Choice: Concepts: need, desire, want and demand; individual demand and market demand; law of demand, change in demand and shift in demand function;

Unit-II

Elasticity: Elasticity of demand: concept and measurement; price and income elasticity and decision making; market demand-concept and derivation;

Unit-III

Production Cost and Pricing Strategies, Introduction to the theories of production and cost; Law of variable proportions; Returns to scale; revenue curves of a firm.

Unit-IV

Market Structures: Price-output decisions of the firms under alternative market structures, Perfect competition; Monopoly, Monopolistic competition and oligopolistic competition, Different Theories and Models; Shut-down points.

Unit-V

Macroeconomics: meaning, nature and scope, Economy as a circular flow of income and expenditure, Inflation: Meaning, types, Stabilization policies: Monetary and fiscal policies

Suggested Readings

1. Damodaran Suma, Managerial Economics; OUP, New Delhi.
2. C. H. Peterson, Managerial Economics; Pearson Education Inc. Indian Reprint
3. L J Truett and D B Truett, Managerial Economics: Analysis, Problems, Cases; John Wiley and Sons.
4. Pindyk, Rubinfeld, Mehta, Microeconomics; Pearson Education Inc. Indian Reprint
5. H.L. Ahuja; Advanced Economic Theory-Micro economic Analysis; S.Chand Publication

Outcome

1. Provide students with a basic foundation of micro-economic concepts, theories and analytical tools to develop their capability in making decisions pertaining to different

business situations.

2. Equipping students with skills to demand analysis and estimation, production and cost analysis under different market conditions, forecasting and decision making under uncertainty.
3. Learning and application of economic models to isolate the relevant elements of a managerial problem, identify their relationships, and formulate them into a managerial model to which decision-making tools can be applied.
4. Understanding how prices get determined in markets, how market participants benefit in the form of consumer surplus and producer surplus, and what are the consequences of government intervention; equilibrium conditions for cost minimization and profit maximization; application of game theory to explain business decisions; cost structures and market models.

FBM 512 Principles of Management

3+0+0 = 3 Credits

Syllabus**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.

Unit-IV

Communication- meaning, process; Motivation, Leadership

Unit-V

Controlling- Nature and Process of Control, Control Techniques; Managing work Teams.

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

Outcome

1. Describe the management thought and thinkers, its evolution and shift in management techniques.
2. Discuss about social responsibility and ethical issues of businesses.
3. Practicing the management functions: Planning, Organizing, Leading and Controlling
4. Describe the decision-making process and occurrence of different types of errors while making decisions.
5. Discuss the motivational factors and how people can be motivated.
6. Describe the various leadership traits of global leaders and which leadership style to be used for better results.
7. Describe the various organization structure and its elements.

FBM 513 New Enterprise Financing

3+0+0 = 3 Credits

Syllabus**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

Outcome

1. Learn the project environment such as definition, setting objectives, organization project and its stakeholders, project development, scheduling, risks of the projects,

- drivers of the project, execution, execution, monitoring and controlling.
2. How to estimate cash flows, selection of alternatives and raising financial resources for setting up a new enterprise

FBM 514 Quantitative Techniques for Management and Research

3+0+0 = 3 Credits

Syllabus

Unit-I

Importance of Business Statistics in Management and Research. Introduction to Microsoft Excel: Entering Data and Formatting, Performing Calculations, Presenting Results. Numerical Skills Revision: Excel and Solving Algebraic Problems, Excel Mathematical and Statistical Functions, Coordinate Geometry.

Unit-II

Visualizing and Presenting Data: Different Types of Data Variable, Tables, Diagrammatic and Graphic Representation of Data. Data Descriptors: Measures of Central Tendency, Measures of Dispersion, Measures of Skewness, Measures of Kurtosis, Exploratory Data Analysis.

Unit-III

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-IV

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). Time Series Data and Analysis: The Importance of Business Forecasting, Definition of Time Series, Components of Time Series, Additive and Multiplicative Model., smoothing the Annual Time series, Least Square and moving average method for Fitting, exponential smoothening and Forecasting, Choosing an appropriate Forecasting Model, Time series forecasting of Seasonal data.

Unit-V

Overview of Research Methodology: Introduction Research Problem In Management, Types Of Research, Research Problem, Overviews Of Research Methodology, Research Process. Overview of Marketing Research in the New Millennium: Nature and scope of marketing research, B-2-B research, significance of marketing research, factor that influences of marketing research decision

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.
5. Statistics for Management. Srivastava,T.N. and Rego.S., Tata McGraw- Hill Publication.

Outcome

1. Explain how Excel and Excel templates can be used as tools to solve statistical problems.
2. Critically examine the usefulness of qualitative and quantitative methods in a business context
3. Enable students to understand how to enter, manipulate and analyze data using Microsoft Excel, SPSS the most popular and user-friendly, off-the-shelf software.
4. To help students to take judicious and optimize decision in their business problem

FBM 515 Communication and Negotiation Skills

3+0+0 = 3 Credits

Syllabus**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 – Busines Communication (Pearson Education, 3st Edition 2006).
5. Sharma R.C., Mohan Krishna – Business : Correspondence and Report Writing (Tata McGraw Hill, 3rd Edition).

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. It enables students to understand and draft business communication formats like writing of report, project, letter's and email in more effective way
3. It can improve the results of negotiations by following key principles and procedures.
4. Optimization of pre-negotiation preparation to ensure improved outcomes
Understand, recognise and manage negotiation tactics and negative behaviours.
5. Students can learn to recognise different behavioural types and learn ways to relate better to others.
6. Students can 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.

FBM 516 Organisational Behaviour

3+0+0 = 3 Credits

Syllabus**Unit-I**

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

Unit-II

Individual Behaviour: Perception and Attribution: Concept of attitude; attitude, opinions and beliefs; attitudes and behaviour; formation of attitude; factors determine formation of attitude, attitude measurement; attitude change. Definition and meaning of perception; perceptual process; factors influencing perception. Personality: Concept, Nature, Types and Theories; Learning: Concept and Theories.

Unit-III

Group Dynamics : The concept of groups, kinds and functions of groups, formal and informal groups, group cohesiveness, group thinking, transactional analysis

Unit-IV

Motivation: Concept, Theories and their Application; Leadership: Concept, Function, Styles, Theories of Leadership-Trait, Behavioural and Situational Theories;

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 Reading

1. Luthans Fred- Organizational Behaviour, Tata McGraw Hill
2. Robbins Stephen P. - Organizational Behaviour, Pearson Education, 12th Edition
3. Wehrich Heinz and Koontz Harold, Principles of Management; Tata McGraw Hill
4. Hersey Paul, Blanchard, Kenneth Hand Johnson Dewey E.-Management of Organisational Behavior: Leading Human Resources (Pearson Education, 8th Edition)
5. Davis, Keith - Human Behaviour at Works – Tata McGraw Hill, New Delhi.

Outcome

1. Discuss the factors affect the organization behavior and organization culture.
2. Measurement of individual's attitude and conduction of job satisfaction survey.
3. Describe the group dynamics and skill required for group behavior.
4. Describe factors affecting personality and type of personality the individual has.
5. Discuss the leadership traits and importance of leadership styles to motivate the

followers.

FBM 518 Food Supply Chain Management

3+0+0 = 3 Credits

Syllabus

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

Unit-III

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.

Outcome

1. Learn about means to measure the supply chain with the application 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.

FBM 521 Entrepreneurship Development

3+0+0 = 3 Credits

Syllabus**Unit-I**

Significance of Entrepreneur & Entrepreneurship Development in Economic Development; Characteristics, qualities and pre-requisite of entrepreneur; Methods and procedures to start and expand one's own business; Achievement motivation; Environmental Factors affecting success of a new business; Reasons for the failure and problems for new business.

Unit-II

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

Unit- III

Pitching, Elevator pitching, Angel investors, venture capital funds, Incubators and its roles, Student start up, technopreneurs, social entrepreneurs and its distinct advantage, Working capital, pitfalls of entrepreneurship landscape

Unit-IV

Govt. support to new Incentives, sources of Finance; role of Govt. and Promotional agencies in entrepreneurship development. Entrepreneurship Development programs, Role of various institutions in developing entrepreneurship in India

Unit-V

Framework of small scale businesses in India; financing schemes and government Policies for small scale business, Problems and prospects of small businesses; Contemporary issues in family business.

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- Dynamics of Entrepreneurial Development and Management. HPH.
4. Khanna S. S, "Entrepreneurial Development", S. Chand and Co., New Delhi.
5. Ahuja B.N, "SSIs in India", Varma Brothers, New Delhi.

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.

FBM 522 Production, Operations and Inventory Management

3+0+0 = 3 Credits

Syllabus**Unit-I**

Production and operations function and its relations to other management functions of an organization. Work System Design: Process planning, Methods study, Facilities layout, Line Balancing, Work Measurement, Work sampling and its applications. Work Flow Systems: Pull and push systems, MRP, MRP-II, JIT, Cellular and FMS. Automated production lines. Manufacturing Planning and Control: Aggregate production planning, Master Production Scheduling, Shop Scheduling and Shop Floor Control.

Unit-II

Materials Flow Control: Raw Materials and WIP inventory control, JIT purchasing, Lead time control. Quality Assurance and Control: Statistical process control, scheduling and forecasting (pre process and post process)

Unit-III

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

Unit-IV

Introduction: Meaning and kinds of inventory – motives of holding inventory - inventory management, functions of inventory management and efficient inventory management. Valuation of Inventory: FIFO, LIFO, average cost, weighted average cost; Auditing and analysis of inventory: Inventory counting - periodic, perpetual, two bin and bar code inventory; and inventory ratios.

Unit-V

Inventory Control: MRP, Scheduling; Types of control – Analysis of ABC, HML, VED, SDE, GOLF, FSN, SOS and XYZ; Inventory models – elementary, price break-ups, models with restrictions - EOQ, JIT.

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.

Outcome

1. Familiarize with decision making in planning, scheduling, control and productivity improvement in production and operations function in both manufactories and service organizations.

2. Provide a thorough 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.

FBM 523 Marketing Management

3+0+0 = 3 Credits

Syllabus**Unit-I**

Introduction: Marketing Concepts-Evolution of Marketing (Marketing Orientation), process, Marketing environment with special reference to Food sector, Marketing Segmentation: Targeting & Positioning.

Unit-II

Product-Meaning, Levels, Product Mix, New Product Development Process, Product Life Cycle- Concept & Application, Branding & Packaging, Pricing methods and strategies.

Unit-III

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

Retail Marketing, E-tailing, Direct Marketing, Rural Marketing-Features Importance and Difficulties/ Problems Suggestions for the Improvement of Rural markets-Cases and Problem. New issues in marketing - Globalisation, Consumerism, Green marketing, Event Marketing.

Unit-V

New issues in marketing - Globalisation, Consumerism, Green marketing, Event Marketing, New issues related to C to C, Online Marketing/Digital Marketing issues and concerns

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.

Outcome

1. Develop an ability to understand and develop the marketing mix for an organisation
2. Develop an ability to assess the impact of the environment on marketing function
3. Should be able to develop suitable marketing strategies in light of the environment
4. Should be able to look for growth opportunities beyond national boundaries

FBM 524 Advanced Data Analysis

3+0+0 = 3 Credits

Syllabus**Unit-I**

Basic Multivariate Analysis: Correlation Analysis, Scatter Diagram, Karl Pearson's, Spearman's Rank Correlation, Simple Linear Regression Analysis, Multiple Regression Analysis

Unit-II

Numerical Descriptive Measures of Data through SPSS: Introduction to SPSS, Descriptive Statistics: interpretation through SPSS, Exploratory Data analysis, The Covariance, Correlation through SPSS

Unit-III

Test of Statistical Hypothesis with SPSS: Test of Hypothesis, Null and Alternate Hypothesis, Two types of Errors in testing of hypothesis. Parametric and Non-Parametric Tests: Test of Hypothesis concerning Mean(s), Test of Hypothesis concerning Proportion(s), Test of Hypothesis concerning Variances, Chi-Square test for checking independence of Categorized Data. One Sample Test and Two Sample Test, K sample Test (Mann Whitney test, Kruskal Wallis, Kolmogrove-Simronov Test Friedman Test). Test of Hypothesis through SPSS.

Unit-IV

Analysis Of Variance(ANOVA): One-way and Two-way Classification (Business Applications), Factorial Experiments.

Unit-V

Advance Multivariate Analysis with SPSS: Forecasting Models, Multiple Regression, Discriminant Analysis and Logistic Regression, Factor Analysis, Cluster Analysis, Multidimensional Scaling, Conjoint Analysis, Models for Pre-test Marketing, Classification and Partitioning, and Data Mining approaches. (Real Questionnaire Analysis through SPSS)

Suggested Readings:

1. Marketing Research: Naresh Malhotra
2. Multivariate Data Analysis: Hair, Black, Babin, Anderson, Tatham
3. Research Methodology: C.R.Kothari
4. Business Statistics: Naval Bajpai
5. Marketing Research: S.Shajahan
6. Research Methodology: R. Panneerselvam
7. SPSS Hand Books
8. Statistics For Managers Using Microsoft Excel: Levine

Outcome

1. Think critically about data, use graphical and numerical summaries, apply standard

statistical inference procedures (when appropriate) and draw conclusions from such analyses using SPSS.

2. Understand the use of Correlation and Regression in Data Analysis.
3. Critically examine the usefulness of qualitative and quantitative methods in a business Context
4. Students will be able to apply the concepts of Testing of Hypotheses in their Industry Internship Project and Research Project with the help of SPSS

FBM 526 Total Quality Management

3+0+0 = 3 Credits

Syllabus**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
5. Frank M. Gryna, Quality Circles: A Team Approach To Problem Solving

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. Know prerequisites of evolution of total quality management and significance of quality gurus' works to the management of modern organizations.

FBM E101 Operations Research

3+0+0 = 3 Credits

Syllabus**Unit-I***1. Process of Operations Research**Modeling:* Premodeling, modeling and Postmodeling*Classical Deterministic Models:* mathematical representation of relationships, unconstrained optimization, optimization with constraints**Unit-II***2. 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***3. 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*4. Assignment models:* statement of problem, minimisation using Hungarian algorithm, resolve unbalancing, multiple optimal solution, and restrictions on assignments, maximisation case**Unit-IV***5. Replacement model:-* Individual replacement policy & group replacement policy.*6. 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***7. Project Network Models:* introduction to network models, essential features of network approach, precedence relationship, project scheduling and resource leveling, incorporating probability and incorporating cost.*8. Sequencing Model-*concept, two machine and "N" job, three machine and "N" job.Suggested readings

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)

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.

FBM E102 Project Planning, Finance and Management

3+0+0 = 3 Credits

Syllabus**Unit-I**

Introduction to Project: Identification; Idea Generation Techniques; Project Selection - Feasibility Studies, Preliminary Screening, Analysis Market, Technical, Financial, Economic and Environmental Analysis;

Unit-II

Project Formulation: Risk Identification, Risk management, Risk Assessment. Significance; preparation of Project report; Guidelines; Detailed Project Report; Common errors in project formulation.

Unit-III

Financing of Project: Estimation of cost of the project, cash flows and profits of new business; Estimation of working capital requirements. Assessing financial needs - Government Schemes and Subsidies – Sources of finance.

Unit-IV

Review of Project: Review Analysis; Revisions; modifications (Working knowledge is required).

Unit-V

Management: Functional areas of Management in Project; Finance; Operations and Productions; Marketing; Human Resources and Information Systems.

Suggested Readings:

1. Prasanna Chandra, Project Planning, Analysis, Selection, implementation and Review - 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. S.S Khanka, Entrepreneurial Development, S.Chand & Company Ltd.

Outcome

1. Identification of business opportunity
2. Conduction of feasibility analysis
3. Risk management for the project
4. Reviews of project
5. Managerial decisions in project

FBM E103 Advanced Course on Entrepreneurship Development

3+0+0 = 3 Credits

Syllabus**Unit-I**

Entrepreneurship and its development, Traditional entrepreneurship – Nature and characteristics, Technological Entrepreneurship- Characteristics and special needs, 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

Unit-II

Creativity and Entrepreneurial Plan: Idea Generation, Screening and Project Identification, Creative Performance, Feasibility Analysis: Economic, Marketing, Financial and Technical; Project Planning: Evaluation, Monitoring and Control segmentation. Creative Problem Solving: Heuristics, Brainstorming, Synectics, Value Analysis, Innovation, Concept of D Bono in lateral thinking.

Unit-III

Meaning and concept of Entrepreneurial Competency, Developing Entrepreneurial Competencies, Entrepreneurial Culture, Entrepreneurial Mobility, Factors affecting Entrepreneurial mobility, Types of Entrepreneurial mobility, Entrepreneurship Development Program: Needs and Objectives of EDPs, Phases of EDPs, Evaluation of EDPs, Business Plan preparation, Implementation Process, Planning support systems (enterprise operation), Legal Issues (licensing, patents, contracts etc.), General legal aspects of organizing an enterprise

Unit-IV

Funding Strategies and revenue models, Venture Funds, Structuring finance, Sources of finance, Laws concerning entrepreneur viz, partnership laws, business ownership, sales and income taxes and workman compensation act, Role of various national and state agencies for Small scale industries.

Unit-V

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.

Suggested Readings:

1. Kakkar D N - Entrepreneurship Development(Wiley Dreamtech)
2. A.K.Rai – Entrepreneurship Development, (Vikas Publishing)
3. Sehgal & Chaturvedi-Entrepreneurship Development(UDH Publishing edition 2013)
4. R.V. Badi & N.V. Badi - Entrepreneurship (Vrinda Publications, 2nd Edition)
5. Holt - Entrepreneurship : New Venture Creation (Prentice-Hall) 1998.
6. Barringer M J - Entrepreneurship (Prentice-Hall, 1999)

Outcome

1. appreciate diversity and multi-culturality and work effectively in multicultural teams
2. integrate knowledge and expertise from different fields for decision making in companies and organization and for identifying, analysing and solving problems related to entrepreneurship and business development
3. plan, conduct, and present verbally and in writing investigations and discuss their conclusion and the knowledge and arguments behind, in dialogue with different types of stakeholders
4. Demonstrate an ability to take ethical and sustainability consideration when analysing and solving business development and entrepreneurship problems

FBM E104 Econometrics

3+0+0 = 3 Credits

Syllabus**Unit-I**

Definition, Scope and Methodology of Econometric, Simple Linear Regression Model; OLS and Maximum Likelihood Estimates and Their Properties. Functional forms of Regression Models.

Unit-II

General Linear regression Model, R^2 and adjusted R^2 ; Hypothesis Testing of Parameters; Multiple Regression Analysis; The problem of Inference.

Unit-III

Nature Test, Consequences and remedial steps of problem of Heteroscedasticity, Multicollinearity and Autocorrelation

Unit-IV

Econometric Modeling: Traditional Econometric Methodology; Average Economic Regression, Types of Specification Errors, Errors of Measurement.

Unit-V

The Simultaneous Equation bias and Consistency of OLS Estimators; The Identification Problem: Rules of Identification- Order and Rank Conditions

Suggested Readings

1. Amemiya, T. (1985), Advanced Econometrics, Harvard University Press, Cambridge, Mass.
2. Baltagi, B.H. (1988), Econometrics, Springer, New York.
3. Goldberger, A.S. (1998), Introductory Econometrics, Oxford University Press, New York.
4. Gujarati, D. N. (1995), Basic Econometrics (2nd Edition) MC Graw Hill New Delhi.
5. Intrilligator, M.D. (1978), Econometric Methods, Techniques and Applications, Prentice Hall Englewood Cliffs, New Jersey.

Outcome

1. Development of analytical skills to a level where students can evaluate critically any econometrics research output and design and carry out themselves such research projects.
2. Development of technical skills which enable students to understand and apply highly sophisticated econometric tools.
3. Development of computer programming skills in order to be able to implement their technical knowledge in practice and, finally,
4. Development of individual time management of learning, through frequent and individualized assessment.

FBM E105 Strategic Business Management

3+0+0 = 3 Credits

Syllabus**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, ETO, PEST 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, Porter's Model: 5 Forces and Porter's 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 Mc Graw 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)

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. Able to Use analytical and problem-solving skills in decision making in real life situations.

MBA



Department of Food Business Management & Entrepreneurship Development
National Institute of Food Technology Entrepreneurship and Management
(Old Courses)

MBA- 101 MANAGEMENT PROCESS AND PRACTICES

2+1+0 = 3 Credits

Syllabus**Course Objective**

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.

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.

Suggested Readings

1. James F.Stoner,et al : Management, Pearsons Education Delhi
2. Harold Koontz Heinz Weihrich: 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

Outcome

1. Understanding the evolution of management thoughts and their relevance in today scenario.
2. Understand the various dimensions of social responsibility of business and importance of ethical business practices.
3. Understand the various functional areas of management along with their techniques.
4. Explain the role to be performed by a manager and skills required for effective management.
5. Understand the concept of organization structure and its elements as well as contemporary organization structure to the best fit of changing business environment.

MBA 102- QUANTITATIVE TECHNIQUES

3+1+0 = 4 Credits

Syllabus**Course Objective**

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.

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

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

Outcome

1. Explain and discuss the researcher's work (model)
2. Elucidate basic statistical concepts and tests used in educational research
3. Demonstrate their competence and confidence in using descriptive statistics
4. Demonstrate their competence and confidence in using inferential statistics in general and to the use of significance testing in particular

MBA 103- MANAGERIAL ECONOMICS

2+1+0 = 3 Credits

Syllabus**Course Objective**

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 processes emanating from evolutionary changes that have occurred in the business firms over time.

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: Return 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.

Unit-V

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.

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. Baumol, W.J. (2006). Economic theory and operations analysis. New Delhi: Prentice Hall.
3. Brickley, J. A, Smith, C. W. & Zimmerman, J. L. (2008). Managerial economics & organizational architecture (5th ed.). New Delhi: McGraw Hill.
4. Hirschey, M. (2009). Managerial economics: an integrative approach. New Delhi: Cengage Learning.
5. Koutsoyiannis, A. (2003). Modern micro economics (2nd ed.). New Delhi: Palgrave, McMillan.

Outcome

1. Provide an overview of how fundamental economic theory can be applied to decision making at micro and macro level.
2. Understand the consumer behavior theory in context of economics by understanding utility theory.
3. Understanding about the production theory and different cost of production and its effect in short run and long run.
4. Discuss the types of market structure i.e. perfect, monopoly, monopolistic and oligopoly and price determination under these market structure.

MBA 104- Financial Accounting

2+1+0 = 3 Credits

Syllabus**Course Objective**

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.

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, ABC Analysis, 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 of statement of cash flows; Significance, Techniques, Kinds of ratios, Du Pont analysis; Cost Behavior, 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 and Segmental analysis - Types of Responsibility centres: effectiveness and efficiency, Criteria for divisional performance measurement, Return on investment and residual income
Transfer pricing: Objectives, Transfer pricing methods, Examples Human Resource accounting and Lifecycle accounting.

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.

Outcome

1. Process of mechanics of accounting
2. Aware of Accounting standards
3. knowing Inventory valuation methods
4. Decision on Cost controlling

MBA 105- BUSINESS COMMUNICATION & NEGOTIATION SKILLS

3+1+0 = 4 Credits

Syllabus**Course Objective**

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.

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: 7C'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

Business Communication Lab: 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.

Suggested Reading

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.

Outcome

1. Students can learn to apply proven principles of communication, persuasion and influence to ensure win-win outcomes with a more positive and confident approach.
2. The course enables students to understand and draft business communication formats like writing of report, project, letters and email in more effective way
3. Students can recognise and utilise key communication tools to improve influence on others by integrating and applying a range of value added communication, persuasion and negotiation skills.
4. With managerial perspective it was intended and helped to develop and sharpen student's personality, verbal communication and presentation skills on the grounds of business communication.

MBA-106 MANAGEMENT INFORMATION SYSTEM

3+1+0 = 4 Credits

Syllabus**Course Objective**

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

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.

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. Stair, Principles of Management System, Thomson Learning, Bombay
5. Mckeown, Information Technology and the Networked Economy, Thomson Learning, Bombay
6. Brady, Cases in MIS , Thomson Learning, Bombay
7. Murdick & Ross, Management Information System, PHI, Delhi
8. Kanter, J., Management Information System, PHI, Delhi

Outcome

1. MIS knowledge in details and its importance
2. Up gradation of MIS software
3. Industries linked MIS and institutional based MIS
4. Software knowledge importance for managers
5. Network knowledge enhancement for entrepreneurial skills

MBA-107 ORGANIZATIONAL BEHAVIOUR

2+1+0 = 3 Credits

Syllabus**Course Objective**

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

Unit-I

Behavior: 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, Behavioral and Situational Theories.

Unit-V

Organizational 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; Organizational Culture : Concept, Characteristics, Implications of Organization culture.

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. Daft, R., I. (2004). Organization theory and design (8th ed.). USA: Thomson South-Western.
6. Singh, K. (2009). Organizational behaviour: Text and cases. New Delhi: Pearson Education.

Outcome

1. Analyze individual and group behaviour, and understand the implications of organizational behaviour on the process of management.
2. Identify different motivational theories and evaluate motivational strategies used in a variety of organizational settings.
3. Evaluate the appropriateness of various leadership styles and conflict management strategies used in organizations.
4. Describe and assess the basic design elements of organizational structure and evaluate their impact on employees.
5. Explain how organizational change and culture affect working relationships within organizations.

MBA 201- MARKETING MANAGEMENT

2+1+0 = 3 Credits

Syllabus**Course Objective**

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.

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.

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.

Outcome

1. Develop an ability to understand and develop the marketing mix for an organisation
2. Develop an ability to assess the impact of the environment on marketing function
3. Should be able to develop suitable marketing strategies in light of the environment
4. Should be able to look for growth opportunities beyond national boundaries

MBA-202 FINANCIAL MANAGEMENT

2+1+0 = 3 Credits

Syllabus**Course Objective**

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.

Unit-I

Financial Management: An Overview. Evolution of finance, 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, International Dimensions in cost of capital

Strategic Financing Decisions: Capital Structure, Theories and Value of the firm -Net income approach, Net operating income approach, Traditional approach, Modigliani Miller model, HAMADA model; Determining the optimal capital structure, Checklist for capital structure decisions, Costs of bankruptcy and Financial distress, Trade off models, Pecking Order Theory

Unit -III

Leverage analysis and EBIT-EPS Analysis: Concept of leverage, Types of leverage: Operating leverage, Financial leverage, Combined leverage; EBIT- EPS Analysis, Guidelines for capital structure planning, Link between capital structure and capital budgeting

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, Dividend policies in practice, Patterns observed in payout policies worldwide

Working Capital Management: Working capital policies, Risk - Return trade off, 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, Reasons for mergers and takeovers, Mechanics of

mergers and acquisitions, Dynamics of restructuring, Case studies

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.

Outcome

1. Appreciate the role of finance function in an organisation.
2. Understanding of the important theoretical concepts in finance.
3. Develop ability to evaluate capital projects using different techniques.
4. Gain knowledge about various sources of capital and calculate their cost.
5. Gain knowledge about latest trends in financial management

MBA-203 INTERNATIONAL BUSINESS MANAGEMENT

3+1+0 = 3 Credits

Syllabus**Course Objective**

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.

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; Internationalization of Technological Innovations; Designing Global Organizational Structure and Control; Global Knowledge Management; Globalization 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.

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.

Outcome

1. Conduct an environmental scan to evaluate the impact of world issues on an organization's international business opportunities.
2. Evaluate the impact of statutory and regulatory compliance on an organization's integrative trade initiatives.
3. Develop and implement strategies to negotiate effectively within various cultural environments and to address the impact of cultural differences on an organization's integrative trade initiatives.
4. Develop and present an international marketing plan, and evaluate sales strategies that support an organization's integrative trade initiatives.

MBA 204- OPERATIONS MANAGEMENT

3+1+0 = 3 Credits

Syllabus**Course Objective**

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 manufacturing and service organizations. Emphasis would be on bringing 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.

Unit-I

Nature, Evolution and scope of Production and Operations management, Operations as a competitive strategy, Product and service design, Factors and issues, Facility location: planning and analysis, Flow strategies and process design.

Unit-II

Lean processing and operations, Cellular manufacturing, (Re-) design of work systems, work measurement, aggregate production planning, scheduling: Flow shop and job shop, Management of quality, statistical process control, process capability analysis and six sigma approach.

Unit-III

Concept and Framework of a TQM System, Elements and objectives of Supply Chain Management, Inventory Management: Models and Applications.

Unit-IV

Introduction to contemporary productivity improvement techniques/systems like TPM, MRP, JIT etc.; Environment, Safety and other considerations in Production & Operations Management.

Unit-V

Inventory Control: MRP, Scheduling; Types of control – Analysis of ABC, HML, VED, SDE, GOLF, FSN, SOS and XYZ.

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.

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. Familiarize with decision making in planning, scheduling, control and productivity improvement in production and operations function in manufacturing and service organizations
4. Provide a thorough 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.

MBA 205- BUSINESS RESEARCH METHODS

2+1+0 = 3 Credits

Syllabus**Course Objective**

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.

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.

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

Outcome

1. Clearly identify and analyse business problems and identify appropriate and effective ways to
2. answer those problems
3. Understand and apply the major types of research designs
4. Formulate clearly defined research questions
5. Analyse and summarise key issues and themes from existing literature

MBA 206: OPERATIONS RESEARCH

4+0+0 = 4 Credits

Syllabus**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.

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.

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)

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.

MBA-207 FOOD AND AGRIBUSINESS ENVIRONMENT & POLICY

3+1+0 = 4 Credits

Syllabus**Course Objective**

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.

Unit-I

Role of agriculture in Indian economy; problems and policy changes relating to farm supplies, farm production, agro processing, agricultural marketing, agricultural finance etc. in the country.

Unit-II

Structure of Agriculture - Linkages among sub-sectors of the Agribusiness sector; economic reforms and Indian agriculture; impact of liberalization, privatization and globalization on Agri business sector.

Unit-III

Emerging trends in production, processing, marketing and exports of food & food products; policy controls and regulations relating to the industrial sector with specific reference to agro-industries.

Unit-IV

Food and Agribusiness policies- concept and formulation; and new dimensions in Food and Agri business environment and policy. Agricultural price and marketing policies; public distribution system and other policies.

Unit-V

Sustainability in food and agribusiness environment; climate change and its impacts on agriculture and agri-food business.

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.

Outcome

1. Develop an understanding of the agri-food policy environment, the policy formulation process and the institutions involved in agri-food policy making.
2. Exposed to economic analysis of major agri-food policies and programs in India and other major economies.
3. Develop ability to use relevant economic tools to evaluate the efficiency and distributional implications of agricultural and its trade policies.
4. Demonstrate how food economists tackle a range of policy-related issues that are relevant to food and agricultural businesses.

MBA-301 INNOVATION AND ENTREPRENEURSHIP DEVELOPMENT

2+1+0 = 3 Credits

Syllabus**Course Objective**

To Develop Conceptual Understanding of the Topic among the Students and Comprehend the Environment of Making of an Entrepreneur.

Unit-I

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.

Unit-II

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.

Unit-III

Role of Government in promoting 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 Books 2 edition)

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)

Outcome

1. Good understanding about the process of Innovation and its role in development of organisation
2. Develop basic understanding of business plan and feasibility studies
3. Awareness about various government institutions and schemes related to entrepreneurship.
4. Gain knowledge about various stages of entrepreneurship development.

MBA-302 HUMAN RESOURCE MANAGEMENT

2+1+0 = 3 Credits

Syllabus

Course Objective

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.

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.

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.

Outcome

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.

MBA-303 BUSINESS ETHICS AND HUMAN VALUES

2+1+0 = 3 Credits

Syllabus

Course Objective

The course seeks to bridge the gap between the ethical behavior 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.

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.

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

Outcome

1. An approach was underlined to show how moral and ethical values can impact the life and personality of an Individual
2. Themes designed to impart ethical approach to deal professionally and know its significance in corporate world and effort was made to develop the same with in acquired skills.
3. Reviewing of student's skills, qualities, moral and ethical values approaches through practical learning helped to evaluate themselves.
4. It overall helped to develop and sharpen student's personality and ethical dealing at every walk of life. The Course groomed the students for their betterment in personal and more of professional front.
5. Students could relate concept of Ethics with ancient Indian history.

MBA-401 CORPORATE STRATEGY

2+1+0 = 3 Credits

Syllabus**Course Objective**

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.

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.

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
7. Prahalad, C. K., & Krishnan, M. S. (2008). The New Age of innovation: Driving co created value through global networks. New York: McGraw Hill.

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. Able to Use analytical and problem-solving skills in decision making in real life situations.

MBA-402 CORPORATE GOVERNANCE

2+1+0 = 3 Credits

Syllabus**Course Objective**

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.

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.

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.

Outcome

1. Appraise the frameworks underlying governance law and practice in a national and international context.
2. Distinguish between and compare the legal obligations for governance and recommended best practice.
3. 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.
4. Analyse and evaluate situations in which governance problems arise and provide recommendations for solutions.

MBA-403 RESEARCH PROJECT**3+1+4 = 8 Credits****Syllabus**

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.

Outcome

1. Explain the main philosophical paradigms in business and management research.
2. Be able to write a comprehensive and thorough literature review in order to develop an analytical framework for the research.
3. Understand and be able to apply a range of data collection methodologies.
4. Understand and be able to apply data analysis techniques appropriate to the subject and the chosen analytical lens.

ELECTIVECOURSES

FABM E-1: FOOD SUPPLY CHAIN MANAGEMENT

2+1+0 = 3 Credits

Syllabus**Course Objective**

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

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 model 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.

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.

Outcome

1. Learn about means to measure the supply chain with the application 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.

FABME E-2 FOOD TECHNOLOGY AND PROCESSING MANAGEMENT**2+1+0 = 3 Credits****Syllabus****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.

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.

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.

Outcome

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.

FABM E-3: MANAGEMENT OF AGRICULTURAL INPUT MARKETING

2+1+0 = 3 Credits

Syllabus**Course Objective**

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.

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.

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.

Outcome

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.

FABM E-4 SEED PRODUCTION TECHNOLOGY AND MANAGEMENT

2+1+0 = 3 Credits

Syllabus**Course Objective**

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.

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.

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.

Outcome

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.

FABM E-5 MANAGEMENT OF AGRO CHEMICAL INDUSTRY

2+1+0 = 3 Credits

Syllabus**Course Objective**

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

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.

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.

Outcome

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

FABM E-6: INTERNATIONAL TRADE IN AGRI-FOOD PRODUCTS

2+1+0 = 3 Credits

Syllabus

Course Objective

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.

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.

Suggested readings:

Study materials to be provided by course instructor.

Outcome

1. Familiarize the participants with basic principles, policies and applied issues in international trade with emphasis on agriculture.
2. Familiarization with Harmonized System of Codes and International Trade Databases.
3. Application of tools and concepts to enhance analytical and decision-making skills to compete successfully in the global agribusiness sector.
4. Describing about operational issues for the starting up an export business
5. 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.

FABM E-7: ENTREPRENEURSHIP DEVELOPMENT IN FOOD PROCESSING

2+1+0 = 3 Credits

Syllabus**Course Objective**

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.

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.

Suggested readings:

Study materials to be provided by course instructor.

Outcome

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.

FABM E-8: RURAL MARKETING

2+1+0 = 3 Credits

Syllabus**Course Objective**

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.

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.

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.

Outcome

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

FABM E-9: AGRICULTURAL FINANCE

2+1+0 = 3 Credits

Syllabus**Course Objective**

The course is designed to provide a thorough comprehensive understanding of Agricultural Finance in India.

Unit-I

Role and Importance of Agricultural Finance. Financial Institutions and credit flow to rural/priority sector

Unit-II

Agricultural lending – Direct and Indirect Financing - Financing through Co-operatives, NABARD and Commercial Banks and RRBs.

Unit-III

District Credit Plan and lending to agriculture/priority sector. Micro-Financing and Role of MFI's - NGO's, and SHG's.

Unit-IV

Lending to farmers – The concept of 3 C's, 7 P's and 3 R's of credit. Estimation of Technical feasibility, Economic viability and repaying capacity of borrowers and appraisal of credit proposals. Understanding lenders and developing better working relationship and supervisory credit system. Credit inclusions – credit widening and credit deepening.

Unit-V

Risks in financing agriculture. Risk management strategies and coping mechanism. Crop Insurance programmes – review of different crop insurance schemes – yield loss and weather based insurance and their applications.

Suggested readings:

Study materials to be provided by course instructor.

Outcome

1. Understand the concept of agriculture finance and its role for economic development.
2. Understand the concept of micro-finance and its role in economic development.
3. Explain the different concepts associated with lending to the farmers i.e. 3 c's; 7 P's and 3 R's of credit.
4. Discuss the importance of crop insurance and its various schemes available in the market.

MKT E-1: SALES MANAGEMENT

2+1+0 = 3 Credits

Syllabus**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.

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.

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. Hill

Outcome

1. Demonstrate an understanding of the role that a sales force plays in marketing

strategies,

2. describe the selling process,
3. understand the factors that affect sales force success,
4. Identify and explain the processes involved in recruiting, selecting, training, motivating, compensating, and retaining salespeople.

MKT E-2 DIGITAL MARKETING

2+1+0 = 3 Credits

Syllabus**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.

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.

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

Outcome

1. Create a structured digital marketing plan and budget
2. Identify the correct measures to set objectives and evaluate digital marketing
3. Review and prioritise the strategic options for boosting customer acquisition, conversion and retention using digital marketing
4. Understand and follow the practical success factors to improve results from digital marketing

MKT E-3: ADVERTISING MANAGEMENT

2+1+0 = 3 Credits

Syllabus**Course Objective**

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.

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 ,AAA, 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.

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.

Outcome

1. Demonstrate ability in oral communication
2. Demonstrate competency in written communication
3. Apply basic advertising theories and principles to practice
4. Synthesize broader liberal arts knowledge with the principles of advertising in order to create effective advertising campaigns
5. Plan and implement basic research and interpret research results as they apply to advertising campaigns

MKTE-4: BRAND MANAGEMENT

2+1+0 = 3 Credits

Syllabus**Course Objective**

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

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.

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

Outcome

1. Understand and explain concepts of branding
2. Understand brand equity and conduct the measurement of brand equity and brand performance
3. Practically develop a brand, including positioning strategy and communication tools
4. Develop a consumer-centric approach to building, measuring and evaluating strategies that build brand equity for new and existing brands.
5. Identify important issues related to planning and implementing brand strategies for marketing offerings
6. Learn how to identify brand meaning and to measure brand strength for any particular market offering.
7. Apply branding principles and marketing communication concepts and frameworks to achieve brand management goals and improve marketing performance.

MKT E-5 RETAILING MANAGEMENT

2+1+0 = 3 Credits

Syllabus

Course Objective

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

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.

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.

Outcome

1. Understand the retailing environment and impact of retailing on the economy.
2. Comprehend retailing's role in distribution chain and its importance considering benefit of society

3. See how retailing fits within the broader disciplines of business and marketing.
4. Recognize and understand the financial dimensions and operations-oriented policies, methods, and procedures used by successful retailers in today's global economy.
5. Know the responsibilities of retail personnel in the numerous career positions available in the retail field.

MKT E-6: INTEGRATED MARKETING COMMUNICATION (IMC)

2+1+0 = 3 Credits

Syllabus**Course Objective**

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

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, Laivdige–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-V

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

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 Clown& 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 Kleepner'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.

Outcome

13. Understand marketing communications activities of a business organization
14. Thoroughly describe a range of media and methods available to marketers for effective communication
15. Develop a clearly planned Communications Audit
16. Clearly argue a point of view regarding marketing communications
17. Demonstrate a comprehensive understanding of Marketing Communications theories and concepts
18. Develop IMC creative strategies and tactics, including digital & social media executions, advertising, promotions, and public relations initiatives

MKT E-7 MARKETING CHANNEL

2+1+0 = 3 Credits

Syllabus**Course Objective**

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.

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.

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

Outcome

1. Formulate a channel strategy to distribute products consistent with the firms 'overall marketing position
2. Design a plan to find, select, and secure channel members
3. Develop a plan to motivate channel members to increase channel efficiency
4. Develop recommendations for managing the channels on marketing mix issues

5. Develop a system for monitoring and evaluating the performance of each channel member
6. Understand the difference between Indian vs international distribution channels
7. Understand and apply various concepts like E-Commerce, Logistics and Supply Chain Management

MKT E-8 SERVICE MARKETING

2+1+0 = 3 Credits

Syllabus**Course Objective**

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.

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 organising for global marketing.

Suggested readings:

1. Zeithaml V. A. and Bitner M. J. (2003), Services Marketing, 3rd 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.

Outcome

1. Understand the difference between marketing tangible products and intangible services including extended services marketing mix, and dimensions of services quality
2. Identify the challenges faced in services delivery as outlined in the services gap model;
3. Understand the expectations of customers and know how to translate this knowledge into genuine value for customers
4. Understand and extend new theories and concepts pertaining to explaining the characteristics of customers' purchasing and consumption behavior of services
5. Apply new approaches to managing customer satisfaction and loyalty
6. Understand current research marketing practices in services marketing

MKT E-9: CONSUMER BEHAVIOUR

2+1+0 = 3 Credits

Syllabus**Course Objective**

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

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.

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

Outcome

1. Understand the theories of consumer behaviour in both consumer and organisational markets
2. Apply and demonstrate theories to real world marketing situations by segregating and identifying marketing segments
3. Explore models of Consumer Behaviour and determine their relevance to particular marketing situations
4. Apply and enhance abilities to input this knowledge in the marketing planning process particularly in market segmentation, positioning, and marketing mix development
5. Apply analytical skills in assessing advanced study in the field of consumer research

ELECTIVE COURSES IN FINANCE

FIN E-1: SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

2+1+0 = 3 Credits

Syllabus**Course Objective**

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.

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-Geared 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.

Suggested readings:

1. Bhalla, V.K. (9th ed., 2003). Investment Management; Security Analysis and Portfolio Management. S. Chand & Co. Ltd.
2. Chandra Prasanna (2002). Investment Analysis and Portfolio Management. Tata McGraw Hill, New Delhi.

Outcome

1. Develop an understanding of the Investment decision process.
2. Ability to measure and analyse risk for various classes of assets.
3. Knowledge about portfolio creation and analysis through theoretical framework.
4. Conduct performance evaluation of portfolios through various techniques.

FIN E-2: MANAGEMENT OF FINANCIAL SERVICES

2+1+0 = 3 Credits

Syllabus**Course Objective**

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

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 AMC's – Evaluating mutual fund performance. Asset securitisation.

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.

Suggested readings:

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

Outcome

1. Understand the structure of Indian financial system and financial services sector in reference to macro economy.
2. Understand the types, procedures and functioning of mutual funds in india.
3. Explain the role of venture capitalist for raising finance and angel investors, how they promote start ups.
4. Explain the importance of merchant bankers, role in issue management, regulations of merchant banking in india.

FIN E-3: BANK MANAGEMENT & INSURANCE

2+1+0 = 3 Credits

Syllabus**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.

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 Management NPA- 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.

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.

Outcome

1. Understanding the commercial Banking structure in India
2. Information about the latest banking technology and its usage.
3. Knowledge about the insurance sector and its various regulatory provisions.
4. Insight into the International banking scenario and facilities.

FIN E-4: CARBON FINANCE

2+1+0 = 3 Credits

Syllabus**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 cleantech or energy companies, non-profit or government organizations) who want to understand the application of the relevant financial tools.

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?

Cleantech 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.

Suggested readings:

Study materials to be provided by course instructor.

Outcome

1. Exposure to the concept of Carbon finance and its utility.
2. Understanding of the latest climate accords and their commercial impact on businesses.

3. Knowledge about renewable energy and its financing initiatives.
4. Appreciate environment friendly investment opportunities for the corporate sector

FIN E-5: INTERNATIONAL FINANCIAL MANAGEMENT

2+1+0 = 3 Credits

Syllabus**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.

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.

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)

Outcome

1. Aware of International monetary system
2. Knowledge on foreign exchange market
3. Exchange rate forecasting
4. FDI environment

FIN E-6: CORPORATE TAXATION

2+1+0 = 3 Credits

Syllabus**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.

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.

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. Singhanian, V.K. Direct Taxes: Law and Practices. Delhi, Taxman.
5. Srinivas E. A., Handbook of Corporate Tax Planning, New Delhi, Tata McGraw Hill.

Outcome

1. Heads of Income
2. Corporate Taxation
3. Tax planning
4. Managerial decisions with taxation

FIN E-7: FINANCIAL DERIVATIVES

2+1+0 = 3 Credits

Syllabus**Course Objective**

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.

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.

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.

Outcome

1. Management of financial risk
2. Future & Forward Markets
3. Stock options
4. Accounting of derivatives

FIN E-8: RISK MANAGEMENT AND INSURANCE

2+1+0 = 3 Credits

Syllabus**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.

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

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).

Outcome

1. Types of risks
2. Risk mitigation techniques
3. Regulatory framework
4. Malpractices of insurance

ELECTIVE COURSES IN INTERNATIONAL BUSINESS

IB E-1: INTERNATIONAL BUSINESS ENVIRONMENT

2+1+0 = 3 Credits

Syllabus**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.

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-V

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.

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.

Outcome

1. Apply an understanding of the different modes of engagement with international markets and understand economic, legal, governmental, political, regulatory, cultural and other environments in which expanding companies operate
2. Understand international business issues and apply theoretical insights to the analysis of such issues in the context of a complex international business environment
3. Explain how international factors affect domestic environment
4. Understand important institutions that shape global marketplace
5. Explain the key legal/political issues that affect businesses operation in overseas market
6. Explain the methods of entering the international market and understanding various cultures, and social factors in global market operations

IB E-2: INTERNATIONAL TRADE AND POLICY FRAMEWORK

2+1+0 = 3 Credits

Syllabus**Course Objective**

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.

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.

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
6. Salvatore, D., International Economics, John Wiley and Sons

7. Sodersten, BO, International Economics, McMillan, London

Outcome

1. Acquainting the participants with the theoretical foundations of international trade and enabling them to learn the pattern, structure and policy framework of India's foreign trade.
2. Develop an 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. Describe the global trading system's treatment of economic development, including the history of trade and development in the GATT & WTO.
4. Provide an insight and importance of Regional Economic Integration specifically NAFTA, EU, SAARC, ASEAN.

IB E-3: INTERNATIONAL FINANCIAL SYSTEM

2+1+0 = 3 Credits

Syllabus**Course Objective**

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

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.

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.

Outcome

1. International finance
2. International monetary system
3. Determination of exchange rate
4. International financial markets

IB E-4: INTERNATIONAL TRADE PRACTICES, PROCEDURES & DOCUMENTATION

2+1+0 = 3 Credits

Syllabus

Course Objective

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

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.

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.

Outcome

1. Managing the export and import functions effectively and efficiently.
2. Export procedures and assessment of export opportunities and international markets analysis.
3. Selecting and entering international markets for export.
4. Developing and implementing export plans and programs effectively.
5. Applying payment methods and financing in the area of exports.

IB E-5: INTERNATIONAL SUPPLY CHAIN MANAGEMENT AND LOGISTICS

2+1+0 = 3 Credits

Syllabus**Course Objective**

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.

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

Suggested readings:

1. Ballau, 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.

Outcome

1. Acquaint the participants with 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.

IB E-6: INTERNATIONAL ADVERTISING AND BRAND MANAGEMENT

2+1+0 = 3 Credits

Syllabus**Course Objective**

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.

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

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.

Outcome

1. Investigate and evaluate advertising approaches across international cultures and emerging technologies.
2. Examine international advertising business environments, and the impact of cultural diversity in international advertising practice.
3. Design and evaluate advertising propositions to suit a variety of international markets.
4. Develop an international consumer-centric approach to building, measuring and evaluating strategies that build brand equity for new and existing brands.
5. Identify important issues related to planning and implementing brand strategies for global marketing offerings
6. Learn how to identify brand meaning and to measure brand strength for any particular international market offering.
7. Apply branding principles and marketing communication concepts and frameworks to achieve brand management goals and improve marketing performance

IB E-7: INTERNATIONAL MARKETING RESEARCH AND CONSUMER BEHAVIOUR

2+1+0 = 3 Credits

Syllabus

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.

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 χ^2 -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;

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.

Outcome

1. Understand the concept of consumer behaviour in international markets
2. Apply and demonstrate theories to real world marketing situations by segregating and identifying marketing segments
3. Explore models of Consumer Behaviour and determine their relevance to international marketing situations
4. Apply and enhance abilities to input this knowledge in the marketing planning process particularly in market segmentation, positioning, and marketing mix development for international market
5. Apply analytical skills in assessing advanced study in the field of consumer research
6. Discuss the scope and managerial importance of market research and its role in the development of marketing strategy
7. Able to understand various tools and techniques of international marketing research so as to develop a rational marketing strategy in the area of international business.

Ph.D. (FBMED)



Department of Food Business Management & Entrepreneurship Development
National Institute of Food Technology Entrepreneurship and Management
(Old Courses)

FBM 751

IPRs and Research

3-0-0=3 Credits

Syllabus**Unit-I**

Overview of Intellectual Property: Introduction to IPR; Overview & Importance; IPR in India and IPR abroad;

Unit-II

Overview of Patents ;their definition; granting; infringement ;searching & filing, Concept of Plagiarism

Unit-III

Copyrights ; their definition; granting; infringement ;searching & filing, distinction between related and copy rights; Trademarks , role in commerce ,importance , protection, registration; domain names;

Unit-IV

Industrial Designs ; Design Patents; scope; protection; filing infringement; difference between Designs & Patents', Geographical indications ,international protection; licensing, commercialisation; ; legal issues, enforcement

Unit-V

Role of IPRs in Research; Case studies in IPR.

Reference Books:

1. T. M Murray and M.J. Mehlman, Encyclopedia of Ethical, Legal and Policy issues in Biotechnology, John Wiley & Sons 2000

Outcome

1. Students had an overview and understanding of Intellectual Property and its importance in various fields.
2. Students came to know about IPR Policies and process in India and abroad.
3. Students got knowledge about Patent Filing Process.
4. A brief understanding of copyrights, trademarks, industrial designs, geographical indications and its role, utilization and rights were studied.
5. Case studies of IPRs exemplify a practical approach for a better understanding of IPR by students.

FBM 701 APPLIED MICROECONOMIC THEORY

3-0-0=3 Credits

Syllabus**Unit-I**

Economic systems, scarcity and choice, introduction to microeconomics; Consumption Theories – concept of utility analysis, law of diminishing marginal utility and law of equi-marginal utility and their practical applications in food industry.

Unit-II

Demand and Supply: Law of demand, consumer theory (individual vs market demand, Income & substitution effects, consumer's optimum choice, willingness-to-pay), consumer and producer surplus, demand forecasting, law of supply, market equilibrium, concept of elasticity and its application.

Unit-III

Production analysis: production function, law of variable proportions, laws of returns to scale, isoquants, economies and diseconomies of scale, revenue and cost curves.

Unit-IV

Market structure: price determination under different forms of market structures.

Unit-V

Introduction to food economics, recent developments and challenges in the (national and global) food markets, food policy interventions, food inflation, poverty and food security.

Suggested Readings:

1. S.Subba Reddy, P.Raghu Ram, T.V Neelkanta Sastry, I.Bhawani Devi, Agricultural Economics, Oxford
2. K.K Dewett, J.D Verma, Elementary Economic Theory, Sultan Chand and Sons
3. H.Craig Peterson, W.Cris Lewis, Managerial Economics, PHI
4. P.L Mehta, Managerial Economics-Analysis, Problems and Cases-Sultan Chand and Sons
5. K.Singh and M.Bansal, Managerial Economics, Mittal Publications
Henning Otte Hansen, Food Economics, Routledge (Taylor and Francis)

Outcome

1. Application of economic theory in decision making at micro and macro level.
2. Understand the theory and practice of analyse the consumer behaviour
3. Understanding about the production theory and different cost of production and its effect in short run and long run.
4. Discuss the types of market structure i.e. perfect, monopoly, monopolistic and oligopoly and price determination under these market structure.

FBM 702 VALUE CHAIN MANAGEMENT IN FOOD BUSINESS

3-0-0=3 Credits

Syllabus

Unit-I

Introduction to the value chain approach: concept of value chains, value chain framework, characteristics of value chains, supply chain vs. value chain, identifying an organization's value chain, assessing margins and value addition at different stages of food value chains, demand and supply management in food value chains, governance of value chain.

Unit-II

Michael Porter's value chain framework, activity analysis -primary and support activities, value analysis- value addition for customers, core competences, quantitative and qualitative tools for competitor and competition analysis, enabling value chain to achieve a competitive advantage.

Unit-III

Value chain risk analysis, risk measurement and management; strategies and approaches to value chain development- strategic alliances, clustering, eliminate non value added elements (and reduce costs), economies of scale, value networks, innovation through *value chains*.

Unit-IV

Agricultural value chain finance-concept, strategy and design; value chain analysis of selected agricultural commodities and processed and packaged food items: fruits, vegetables, dairy, processed and packaged food.

Unit-V

Global food value chains with a particular focus on the role of emerging economies such as China and India; sustainable value chain management.

Suggested Readings:

1. Agricultural value chain finance: Tools and Lessons; by Calvin Miller and Linda Jones; Published by FAO and Practical Action
2. Delivering Performance in Food Supply Chains (Editors-Carlos Mena and Graham Stevens, GCS Consulting, UK; Woodhead Publishing; ISBN: 978-1-84569-471-5
3. A Handbook for Value Chain Research; Prepared for the IDRC by Raphael Kaplinsky and Mike Morris.

Outcome

1. The theories and models of value chain management and its application in food business was studied
2. New methodologies of purchasing, logistics, vendor management was applied sensing the necessity of food business and its direction towards value chain management throughout.
3. Insights were drawn upon back end integration in business.
4. Customer end and retail approaches for value addition in product and process flow in food industry were highlighted.
5. A strategic perspective to students was provided to understand how the innovation can

be brought and value addition and management can be carried out in food industry.

FBM 703 FOOD MARKETING MANAGEMENT

3-0-0=3 Credits

Syllabus**Unit-I**

Introduction: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic food marketing planning; Market segmentation and positioning; Buyer behavior; consumer versus organizational buyers; Consumer decision making process.

Unit-II

Product Decisions: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle; New product development and consumer adoption process; Factors affecting price determination; Pricing policies and strategies.

Unit-III

Distribution Channels and Physical Distribution Decisions with reference to food products: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling; Communication Process; Promotion mix – advertising, personal selling; sales promotion, publicity and public relations; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

Unit-IV

Marketing Research: Meaning and scope of marketing research; Marketing research process with special reference to food products.

Unit-V

Issues and Developments in Marketing: Social, ethical and legal aspects of food marketing; Marketing of food services; International marketing; Green marketing; Relationship marketing and other developments of food marketing.

Suggested Readings:

1. Kotlar, Philip, Marketing Management, Prentice Hall, New Delhi.
2. Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.
3. Saxena, Rajan, Marketing Management, Tata-McGraw Hill, New Delhi.
4. McCarthy, E.J., Basic Marketing: A managerial approach, Irwin, New York

Outcome

1. Develop ability to make effective marketing decisions, including assessing marketing opportunities and developing marketing strategies and implementation plans in the context of food products
2. Apply marketing theory and concepts to what food marketers do in "the real world"
3. Application of marketing concepts to make business decisions in the context of food products marketing
4. Familiarization with current challenges and issues in marketing of food products
5. Provide knowledge and application of product policy, pricing, promotion, distribution, sales management, and customer segmentation and retention in the context of food products.

FBM 704 AGRICULTURAL FINANCE, FINANCIAL INCLUSION, CREDIT AND RISK MANAGEMENT

3-0-0=3 Credits

Syllabus

Unit-I

Need and importance of agricultural finance in India.
Recent developments in the Indian agricultural finance

Unit-II

Financial Institution for agricultural support
Role and Functions of NABARD

Unit-III

Product design and financial products for risk management in agriculture: KCC, NAIS, WBCIS etc.; microfinance and its importance

Unit-IV

Banking Technology- Electronic Banking for rural finance

Unit-V

Financial Services for agricultural growth and development

Suggested Readings:

1. NABARD Hand Books for Agricultural Credit Support
2. RBI Hand Books for Agricultural Finance

Outcome

1. Contribution of Agriculture in economy
2. Financial institutions
3. Risk management products for agriculture
4. Rural banking

FBM 705 ENTREPRENEURSHIP AND LEADERSHIP IN DEVELOPMENT AND NEGOTIATION SKILLS

3-0-0=3 Credits

Syllabus**Unit-I**

Introduction to Entrepreneurship: Definition of entrepreneur, entrepreneurial traits, and entrepreneur vs. manager, entrepreneur vs. intrapreneur, entrepreneurial decision process, role of entrepreneurship in economic development, ethics and social responsibility of entrepreneurs, opportunities for entrepreneurs in india and abroad, woman as entrepreneur, social responsibilities.

Unit-II

Creating and Starting the Venture: Sources of new ideas, methods of generating ideas, creating problem solving, product planning and development process. New venture Expansion Strategies and Issues; Institutional support to Entrepreneurship

Unit-III

The Business Plan: Nature and scope of Business plan, Writing Business Plan, Evaluating Business plans, Using and implementing business plans. Marketing plan, financial plan and the organizational plan

Unit-IV

Financing and Managing the new venture: Sources of capital, Record keeping, recruitment, motivating and leading teams, financial controls. Marketing and sales controls. E-commerce and Entrepreneurship, Internet advertising; Exit strategies.

Unit-V

Negotiation Skills: Competitive versus collaborative decision making, types of negotiation, barriers in effective negotiation, interests versus positions in negotiation.

Suggested Readings:

1. Counselling and Negotiation Skills for Managers written by Premvir Kapoor, Wiley India
2. Charanthimath, Entrepreneurship development small business enterprises, Pearson
3. education, 2008 Vasant Desai: Small scale Industries and Entrepreneurship, Himalaya Publishing House, 2009

Outcome

1. Explain the role of entrepreneur in economic development.
2. Preparations of business plan, its feasibility reports with special focus on marketing and financial plan.
3. Explain the various sources from where an entrepreneur can take financial support.
4. Explain the different ways of positioning the product in market traditionally as well as contemporary ways.
5. Understand the importance of negotiation skills and barriers arise in effective negotiation.